

Country	Code	Rate	Country	Code	Rate
Austria	3200	100.00	Poland	3200	100.00
Belgium	3200	100.00	Portugal	3200	100.00
Canada	3200	100.00	Spain	3200	100.00
Denmark	3200	100.00	Sweden	3200	100.00
France	3200	100.00	Switzerland	3200	100.00
Germany	3200	100.00	United Kingdom	3200	100.00
Greece	3200	100.00	United States	3200	100.00
Ireland	3200	100.00			
Italy	3200	100.00			
Japan	3200	100.00			
Netherlands	3200	100.00			
Norway	3200	100.00			
Sweden	3200	100.00			
Switzerland	3200	100.00			
United Kingdom	3200	100.00			
United States	3200	100.00			

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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

Tuesday October 8 1991

SURVEYS

Office Systems;
Diesel Technology

Separate Sections

D 8523A

World News

'No austerity' pledge after Portuguese elections

Portuguese were assured by their prime minister, Anibal Cavaco Silva, that they would continue to enjoy one of Europe's highest economic growth rates. There would be no austerity, he said, in a speech celebrating the resounding victory in Sunday's general election of his Social Democratic Party (PSD).

He warned, however, of "great challenges" ahead by international uncertainties and developments in Europe, but was confident of overcoming any difficulties. Page 20

Kurds flee for Iran
Thousands of Kurds were reported to be fleeing towards Iran after the most serious clashes in northern Iraq since allied forces protecting the Kurds withdrew from Iraqi territory in July. Page 20

Shamir holds hard line
Prospective Middle East peace talks will fail if the Arab demand that Israel relinquish occupied territory is made the main focus of negotiations, Israeli prime minister Yitzhak Shamir said. Page 4

Iran-Contra charges
The Iran-Contra special prosecutor brought two criminal charges against former US assistant secretary of state Elliott Abrams, alleging he withheld information from Congress. Page 7

Impeachment fails
An attempt to impeach Sri Lankan president Ranasinghe Premadasa for abusing his powers and violating the constitution failed. Page 6

ANC assess stance
South African anti-apartheid organisations decided to call for the immediate lifting of sports, cultural, academic and travel sanctions against Pretoria, though economic sanctions should be maintained. Page 6

Belgian poll date
The Belgian prime minister, Wilfried Martens, tipped November 24 as the date for general elections. King Baudouin refused on Sunday to accept his offer to resign immediately in a political crisis. Page 3

Haiti crisis deepens
The political crisis in Haiti deepened when the country's parliament rejected a proposal for the reinstatement of President Jean-Bertrand Aristide, overthrown in a coup d'état last week. Page 7

Diplomat shot dead
A Turkish diplomat was shot dead in a residential district of Athens in an attack bearing the hallmarks of November 17, a left-wing Greek terrorist group. Page 3

Maguire extradited
IRA suspect Donna Maguire was extradited from the Netherlands to Germany where she is wanted for questioning over the murder of a British soldier in Hanover in 1989. She was cleared in July by a Dutch court of involvement in the killings of two Australian tourists in Roermond.

Refugees turned back
Hungary, facing a rising tide of refugees, has turned back 46,000 foreigners from 27 countries from its frontiers since tightening border controls last Friday.

Pilots killed
Two Spanish air force officers were killed when their F-5 Phantom fighter-bomber crashed after a training flight in western Spain.

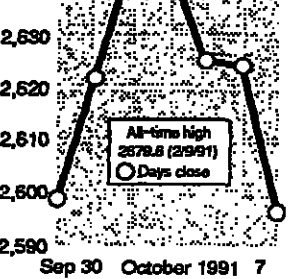
Nobel winners
German cell physiologists Erwin Neher and Bert Sakmann won the 1991 Nobel Prize in physiology for their discoveries concerning the function of single ion channels in cells.

Business Summary

Eurotunnel to postpone dividend as costs rise
Eurotunnel, operator of the Channel tunnel currently under construction, said the first dividend to shareholders was likely to be put back to the year 2000, 12 months after expected.

Costs of building the tunnel have risen to more than £8bn (£12.8bn) by 244m because of safety requirements and a fall in estimated initial traffic. Page 21; Lex, Page 20

UK EQUITIES: shares fell sharply in thin turnover as London joined the general retreat in European stock markets which followed Wall Street's sudden downturn. The FT-SE 100 index, down 30 points



at the day's low, lost the 2,600 level recaptured only a week ago in spite of light selling in the UK market. Page 31

AMERICAN Telephone & Telegraph, US telecommunications group, plans to increase the proportion of its business outside the US to 50 per cent by the year 2000. Page 21

WYATT & Mackay, drinks subsidiary of American Brands, the US tobacco group, was given permission by Peter Lilley, UK trade and industry secretary, for its £285m (£495m) hostile bid for Invergordon Distillers, UK Scotch whisky group. Page 28; Lex, Page 20

TRADE: US and India came closer to solving a dispute over intellectual property rights that has threatened to prompt retaliatory US action. Page 8

STEEL: economic turmoil in the Soviet Union and eastern Europe could mean a 17 per cent drop in steel consumption there this year. Page 8; A poor guest at the party, Page 18

TRADE: Japanese trade insurance premiums are likely to rise 30 per cent to cover growing losses suffered by companies in contracts with less developed countries. Page 8

WALL STREET: all the 18 Wall Street securities houses and banks, disciplined last week by a US federal government securities agency for inflating orders and falsifying information on its debt securities, have agreed to pay fines totalling about \$1m. Page 26

KUWAIT: US and Canadian teams have made spectacular progress in capping blazing oil wells, while the Kuwaiti British group has not yet begun projects due to start this month. Page 20

COMPANY PROFITS: stock market analysts have revised down their 1991 profits forecasts for companies in the seven major sectors, according to a survey carried out at the end of September. Page 26

S AFRICA: companies such as Lonrho, Shell, BP, GEC, ICL, PIR, RTZ and Transvaal House are still likely to be avoided by individual and institutional ethical investors because of their S African interests, according to Ethical Investment Research Service EIRIS. Page 26

FEUGEOT: France's biggest car group, saw a 54 per cent year on year fall in first-half net profits to FF2.27bn (£390m), after a steep decline in demand in France, Britain and Spain. Page 21

Yugoslav president and Croatian leaders narrowly escape death Army aircraft bomb Zagreb

THE YUGOSLAV armed forces yesterday took their war against Croatia to the heart of the capital Zagreb with a precision rocket attack on the presidential palace. President Franjo Tudjman narrowly escaped death.

Mr Tudjman, Mr Stipe Mesic, a Croat who holds the rotating Yugoslav presidency, and Mr Ante Markovic, Yugoslav prime minister, were in Banski Dvor, the president's headquarters, when an air force jet fired a rocket directly into the inner courtyard at 3.05pm. The country's top three Croats were therefore involved in the incident.

No one was hurt, but the rocket, which was followed by three others, shattered the building and nearby residential homes. The blast was heard across the city.

Mr Markovic accused General Veljko Kadijevic, defence minister, of attempted murder and demanded his resignation. The three escaped death only by a miracle, he said.

The afternoon raid took place just hours after General Andrija Raseta, deputy commander of the fifth military district which includes Zagreb, threatened to bomb the city if the Croatian government failed to lift blockades on federal army barracks throughout the republic.

An hour later, at precisely noon, with tension in the city rising rapidly, Mr Tudjman told a packed news conference that the people of Croatia would defend the republic against "the aggression of the federal army and Serbia".

He said the blockade of the barracks would not be lifted and that Croats needed the weapons held by the besieged military. He appealed for the despatch of the US Sixth Fleet, together with a force organised under the Western European



Smoke billows above the presidential palace in Zagreb after an air attack by the Federal army yesterday

Union, and more European Community monitors, "to halt the aggression".

"I was standing just 10 yards from the presidential palace," said Mr Davor Rener, a 21-year-old police officer. "I heard the plane. I saw it coming. I think they dropped four rockets. I flung myself on the ground. When I looked up, I saw Tudjman coming out. He was rushed away."

Mrs Sofia Prljic, a 70-year-old pensioner, was in her small house, just around the corner from Mr Tudjman's office.

All her windows were smashed and the rooms were full of rubble. In the adjoining courtyard was the wrecked car of Mr Mario Nobilo, Mr Tudjman's adviser.

"There was a lot of smoke," said Mrs Prljic. "I thought the place was going to go up in flames. But thank God, it did not."

On Radicev Square, where the presidential palace is situated, young Croatian National guardsmen stood in stunned silence around the wreckage.

The blast of the rockets had flung the heavy, oak double doors which open into Mr Tudjman's inner courtyard across the square. Glass and the broken orange tiles which adorn most of the city's roofs were strewn everywhere.

An attack on Zagreb seemed unthinkable a week ago. Last night barricades had been thrown up throughout and around the city to prevent tanks from rolling in.

Hours after the attack, Zagreb was plunged into darkness as air-raids continued to sound almost hourly. The sound of army bombardments could be heard, fuelling fears that the federal army could attack the large Marshall Tito barracks in the capital. Part of the road to Karlovac, south of the capital, is now mined. Classes in Zagreb's schools and universities have been suspended.

Croatia to seek EC recognition today, Page 20

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Croatia to seek EC recognition today, Page 20

Brussels attacked over merger policy

By Andrew Hill in Luxembourg, William Dawkins in Paris and David Gardner in Brussels

FRANCE and Italy - incensed by last week's European Commission decision to block a Franco-Italian takeover of de Havilland, the Canadian aircraft manufacturer - yesterday called for the revision of Brussels' year-old merger regulations.

The Commission vetoed the de Havilland deal on competition grounds. In accordance with the merger rules, the French and Italian transport ministers said such decisions undermined European Community industrial policy.

The French government and Aerospatiale, the French bidder for de Havilland, are putting unprecedented pressure on the Commission to re-examine its decision. Brussels insists that any appeal should be made through the European Court of Justice, a move the French see as long-winded.

At the weekend, Mr Roland Dumas, French foreign minister, complained to his EC counterparts about the move, and the French and Italians interrupted yesterday's meeting of EC transport ministers to air their objections.

Aerospatiale officials said that the French company and Alenia, its Italian partner, might draw up a new offer for the aircraft maker in an attempt to satisfy the Commission's anti-trust objections. It was too early to give details on any proposed compromise.

However, officials in Brussels doubted that Aerospatiale could come up with new proposals on de Havilland which could dilute the impact of the quasi-monopoly which would result from such a merger.

Mr Paul Quilès, French transport minister, said in Luxembourg yesterday: "It seems to me imperative that the Commission should not content itself with looking at competition [criteria]. It's not enough."

Mr Quilès said that on those criteria alone, Sir Leon Brittan, the competition commissioner, would also have recommended blocking the formation of the successful Airbus manufacturing consortium, set up two decades ago. He suggested that the merger regulation passed under France's 1989 presidency - should be reviewed and perhaps modified to give industrial considerations greater priority.

Mr Carlo Bernini, the Italian minister, added: "It's the first time the Commission has taken a decision of this type and it doesn't seem to us a very encouraging debut."

Editorial Comment, Page 18
Background, Page 11

Big Westinghouse property provision unsettles Wall St

By Martin Dickson in New York

WESTINGHOUSE Electric, the US conglomerate, is to take a \$1.58bn third-quarter provision, mainly to cover problems in the depressed property market.

It also unveiled yesterday a package of restructuring measures including the replacement of the head of its financial services arm, a 4,000 job cut, some \$800m of equity issues and possible asset sales.

The news sent Westinghouse shares 11 per cent lower in morning trading and unsettled the wider equity market. Wall Street has long been concerned about the quality of assets held by Westinghouse's financial services arm and its heavy exposure to property, but the size of yesterday's provisions came as a surprise.

Analysts said the action was likely to foreshadow large third-quarter property provisions by banks and other financial services groups. Mr David Shulman of Salomon Brothers has forecast that they will take write-offs akin to those in the 1980s on loans to less developed countries.

Eight months ago, Westinghouse took a \$975m pre-tax charge to cover losses and radical cuts at its financial services arm. Mr Paul Lago, chairman, blamed the second round of provisions on prolonged recession, lack of credit in real estate markets and oversupply of commercial properties. He said, yesterday's "decisive" action was designed to ensure that 1992 produced an improved operating performance.

All but \$250m of the \$1.58bn pre-tax provision relates to property. It raises Westinghouse's reserves to \$2.75bn, some \$2.08bn of it covering the real estate portfolio, which includes \$4.7bn of assets and \$1.7bn of off-balance sheet commitments. The real estate loss reserve equals about 68 per cent of the group's underperforming property assets, which totalled around \$3bn at September 30.

It announced a plan to increase cash flow by \$500m a year by the end of 1992, including a \$300m a year cost-cutting programme which will eliminate some 4,000 jobs across the group. Westinghouse currently employs 115,000. There will be an additional \$160m third quarter charge to cover this.

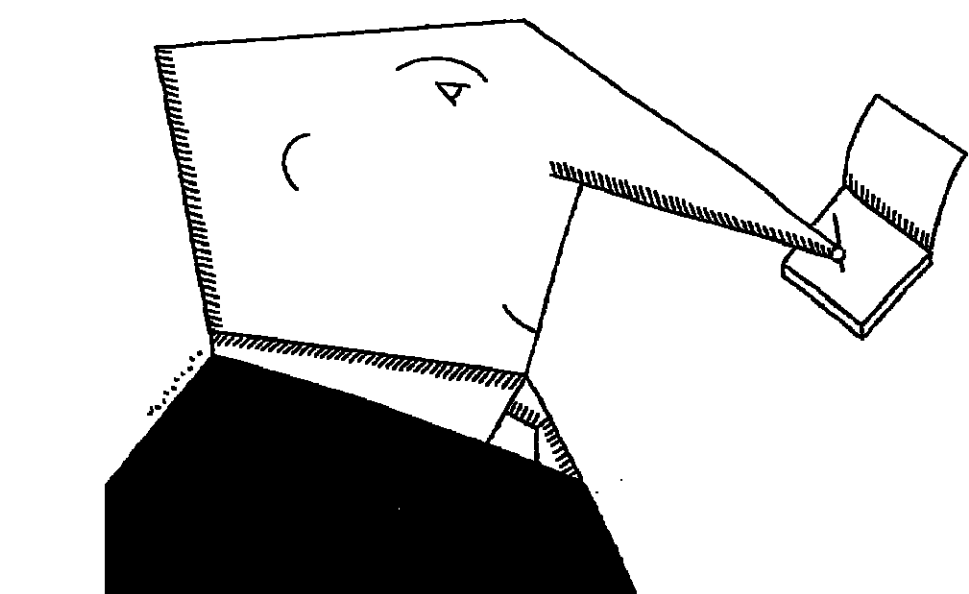
It also intends to issue about \$900m of equity by methods including private placements and a \$400m issue of stock to its pension fund in lieu of cash. It made a large equity issue earlier this year to aid restructuring. The chairman of Westinghouse Financial Services, Mr William Powe, will be replaced by Mr Leo Yochum, who was chief financial officer until his retirement in 1989.

Westinghouse's third-quarter results, showed a net loss after charges of \$1.48bn, or \$4.86 a share, on revenues of \$3.4bn, compared to net income of \$350m, or 67 cents a share, on revenues of \$3.17bn. The net loss for the first nine months was \$1.25bn, or \$4.11 a share, compared to income of \$717m, or \$2.44 a share.

Lex, Page 20; Wall Street, Back Page, Section II

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Lines drawn in debate over N American free trade zone

President Carlos Salinas de Gortari says Mexico, Canada and the US are likely to agree a trade accord in the new year. But some tough talking remains over contentious issues like foreign car imports. Page 7

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MARKETS

STERLING New York lunchtime: \$1.7346 London: \$1.7355 (1.739) DM2.915 (2.9175) FF9.9225 (9.935) SF2.555 (2.5825) Y224.5 (228.25) £ index 90.7 (90.9)	GOLD New York: Comex Dec 332 (361.7) London: \$369.8 (356)	N SEA OIL (Argus) Brent Nov \$321.95 (21.45) Chief price changes yesterday: Page 21	DOLLAR New York lunchtime: DM1.081 FF5.7225 SF1.4745 Y129.32 London: DM1.5795 (1.5775) FF12.7175 (5.7125) SF1.472 (1.467) Y129.4 (129.55) £ index 94.2 (same) Tokyo close: Y129.53	US LUNCH RATES Fed Funds: 5 1/2 % 3-mo Treasury Bill: 5.155 % Long Bond: 10 3/4 % yield: 7.782 %	STOCK INDICES FT-SE 100: 2,586.2 (-28.4) FT Ordinary: 1,580.7 (-29.0) FT-4 All-Share: 1,253.32 (-1.0 %) New York lunchtime: DJ Ind. Av. 2,948.57 (-13.19) S&P Comp 380.28 (-0.98) Tokyo: Nikkei 24,330.83 (-266.07)
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3-month interbank: 10 1/4 % (same)

Life long gilt future: 96 1/2 (96 1/2)

EUROPEAN NEWS

EC pledges Ecu2bn Soviet aid

By David Buchanan in Luxembourg

THE European Community yesterday pledged to put up one-third of a total Ecu2bn (£730m) western credit facility for the Soviet Union to buy food and medicine abroad.

The EC expects the remaining Ecu1.5bn to come from the three non-European members of the Group of Seven industrialised countries - the US, Japan and Canada - "in a sharing of the burden with our partners", Mr Wim Kok, the Dutch finance minister, said yesterday.

The Dutch presidency of the EC said that half of the EC money would be used to finance Soviet purchases of food and medicine in the Community itself, and half on purchases from eastern Europe and the new Baltic states.

The latter, so-called "triangular", operation is designed to ease the pressure from central European food exporters on the EC market.

The plan, agreed yesterday by EC finance ministers after last week's consul-

tations in London with Prime Minister John Major, who currently presides over the G7, falls well short of Soviet requests for more than \$10bn in western aid.

The west regards these requests as exaggerated, and Mr Jacques Delors, the European Commission president, said the G7 would have to send a high-level mission to Moscow to get assurances about Soviet needs, policies and governmental structure. By no means all of the Ecu2bn total will be new money. The EC plans to include in its contribution the Ecu250m worth of free food it is now sending to the Soviet Union, and its already-agreed Ecu500m food credit guarantee. The new element will be a Ecu1.25bn Community loan to Moscow.

Likewise, the US has already announced agriculture credit of more than \$1bn. Only Japan is being looked to for a sizeable commitment of fresh money, and EC officials believe Tokyo's position towards the Soviet Union is at last softening. Mr

Delors stressed that the Soviet credit facility was an operation of the G7, rather than the Group of 24 aid programme for eastern Europe. The Community and its member states had together shouldered 78 per cent of the G24 programme's cost, he said.

EC officials indicated that some economic conditions would be attached to the credit line. Aid will be provided unconditionally to the extent that real hardship emerges, as is the case with current EC food and drug deliveries to Soviet orphanages, hospitals, and old peoples' homes.

But given that Moscow's problems are to a large degree the result of its farmers reacting to high inflation by hoarding stocks or diverting them to private markets, the west will insist on the rouble being stabilised.

The EC hopes Moscow will exploit the technical help to which it is now entitled by its new association with the International Monetary Fund.

Army of preoccupation in Baltics

Gillian Tett reports on the growing impatience for a Soviet pull-out

WHEN SOVIET troops first arrived in the Baltics during the Second World War, they did so in a matter of days. Fifty years later, in the wake of the Baltic states' newly won independence, it seems it will be years before they leave.

"Formally, Latvia is now independent. But, when we see all these army troops around us, we feel independence is still an illusion," says Mr Juris Dobelis, deputy chairman of the Latvian Parliamentary Defence Commission.

In an attempt to force Soviet military leaders into serious negotiations, the three Baltic presidents issued a statement last weekend in the Lithuanian capital, Vilnius, demanding that Soviet troops start pulling out of Baltic capitals by December, with a full-scale withdrawal being put into operation "as soon as possible".

But the pleas seem to be falling on deaf ears. Although Marshal Yevgeny Shaposhnikov, Soviet defence minister, has conceded that the Soviet military will eventually withdraw from the Baltics, he is insisting that this can only take place after troops have left eastern Europe.

Ministry of Defence officials argue, with some justification, that with military housing already in acute short supply following the withdrawals from eastern Europe, they simply do not have the accommodation or means to redeploy the Baltic troops. Military bases, such as in Kaliningrad, the Russian enclave south of Lithuania, which would be the most likely redeployment area for troops based in Lithuania, are already severely overcrowded.

This pushes the start of a Soviet military withdrawal

from the Baltics back to 1994 - a scenario that leaves Baltic leaders wearily resigning themselves to long and delicate negotiations before the troops leave.

Officers at the north Vilnius army barracks, headquarters of the Soviet army in Lithuania, last week sent a statement to the Lithuanian government in which they refused to accept President Vytautas Landsbergis' demand that they leave by the end of the year. They asked

that their social conditions, such as access to schools and housing, be guaranteed until they leave. They, too, do not see themselves withdrawing until 1994 at the earliest.

Some small victories have already been won. Early in September, the much-hated special interior ministry "Black Beret" troops were finally officially disbanded and most of its members despatched several thousand kilometres east to Tyumen in Siberia.

The conscripts and officers from the Baltic states who were serving in the Soviet army are now being released and all three Baltic states are drawing up plans to create their own fledgling armies, or "home guard", as they modestly prefer to call them. Three

weeks ago in Vilnius, a small contingent of troops left the city's barracks under a Lithuanian police escort - an event which, some Lithuanian officials interpreted as the Soviet army's first symbolic withdrawal.

Furthermore, according to Mr Alois Vaznis, Latvian interior minister, working commissions are being set up between the Soviet military and Baltic governments to negotiate both a possible timetable for withdrawal and also the tricky question of the future of vacated Soviet installations.

But, as Mr Vaznis points out, the Baltics have little leverage. "Even if we say they should go, they might simply not," he said. Their task has been made harder by the confusion in the Soviet centre, and the fact that they have to negotiate separately with the interior ministry forces and with the army, navy and air force branches of the defence ministry.

As a senior western military official in Moscow points out, even if Soviet army leaders now accept an eventual withdrawal, there is no guarantee of success. The Baltic states are now being forced to face opposition from Soviet naval commanders, reluctant to lose bases such as Riga, or Paldiski in Estonia. These are arguably of greater strategic value than the Baltic army bases. Abandoning the warmer water ports of the Baltics would be irreversible, unlike moving mobile troops east into Russia.

As a further handicap, Baltic leaders have only the sketchiest of data about the estimated 400,000 troops in the Baltics, or the thousands of military complexes there. Riga alone, the headquarters of the Baltic military command, has an estimated 100 of these complexes, which include hospitals, trans-

port depots and military factories. Baltic leaders are now demanding control over all these complexes. Some, like Mr Andrius Butkevicius, director of the Lithuanian department of national defence, believe they should be handed over freely as compensation for the "damage the Soviet army has inflicted on Lithuania", while more flexible Latvian officials recognise that the Soviet military are unlikely to do this.

They suggest instead that Latvia could buy some of the military hardware cheaply to equip its own fledgling army. An even more radical solution proposed is that Latvia could "purchase" the military buildings - and hasten the military withdrawal - by contributing to the cost of building new accommodation for Soviet troops elsewhere in the Soviet Union. They hope this can be done with western aid.

"We have to be more flexible in Latvia because of our demographics," explains Mr Dobelis. Nearly half of Latvia's population is non-Latvian, and there are fears that conflicts over the troops' withdrawal could fuel tensions in the republic, particularly since a significant number of these non-Latvians are ex-Soviet military personnel. Soviet army officers frequently chose to retire in Latvia during the 1970s and 1980s because of its relatively better living conditions.

Some radical Latvian nationalists are now demanding that these retired military officers be deported when the troops leave. But, as Mr Dobelis wearily points out, this could complicate the already tricky negotiations with the Soviet military. "Our first priority is simply to get the troops out," he says. "That's going to be quite difficult enough as it is."



Yugoslav army reservists take a break for a smoke during a lull in the fighting in the streets of the eastern Croatian town of Vukovar

Britain's reluctance to give up its 'duty-frees' irks Brussels

By Andrew Hill in Luxembourg

THE EC tax commissioner, Mrs Christiane Scrivener, yesterday attacked Britain for wanting to delay the abolition of duty-free sales within the European Community for up to 15 years. She said the British proposal for a 10-15 year transition period suggested the UK was not interested in having a genuine barrier-free internal market.

National experts were last night trying to produce a compromise for EC finance ministers, finalising the structure of indirect taxation in the EC after 1992. Among other things, such a compromise would cover the gradual abolition of duty-free sales during internal EC journeys.

The Dutch presidency, backed by the Commission, yesterday proposed a four-year transition period for the abolition of duty-free sales. But a December 1996 deadline is too soon for some member states, such as Britain and Portugal.

Mrs Scrivener yesterday repeated the Commission's desire for a short transition period, the abolition of all EC frontier controls from 1992, and the definitive abolition of duty-free sales at the end of the transition period.

Officials were also re-examining plans for a transitional system of administering value added tax on EC exports and imports after 1992 in an attempt to iron out remaining

differences between states. The EC business lobby has warned member states that they risk adding to, rather than reducing, the administrative burden on small and medium-sized companies.

A power dispute between the EC's two main institutions has prevented finalisation of an accord which would bring Norway and Sweden under EC air transport rules, Reuter reports from Brussels.

Officials said EC transport ministers had agreed with the substance of the accord but had failed to approve it as it would give Brussels powers to negotiate air transport accords with the two states on behalf of EC members.

VW chief says west must save eastern Europe from chaos

By Alan Cane

CENTRAL Europe should be a testbed for the transformation of the planned economies of the east into the market economies of the west, Mr Carl Hahn, chairman of Volkswagen said yesterday.

Speaking at a Financial Times conference in London, he said such transformation would be difficult, expensive and with no guarantee of success. Foreign trade had to be stabilised first.

Trade between former Comecon countries should be revitalised. "This is one of the most important preconditions for bringing the decay of economic activity to a halt," he said. The foreign trade of those countries used to be a third to four-fifths of Comecon trade. "They have lost their most important sales markets overnight without a realistic

chance of finding a swift substitute." Western governments and businesses had to act now in order that central, southern and eastern Europe should not decline into chaos.

The transformation of economies and industries against a backdrop of unprecedented change in Europe dominated the conference. The problems of eastern Europe and the Soviet Union were a primary source of anxiety.

Mr Hahn said the responsibility for stabilising political and business activities in central and eastern Europe lay squarely with the west. It would take substantial capital investment.

He said the first priority was to restructure central Europe: eastern Germany, Poland, Czechoslovakia and Hungary.

The aim should be to carry out a small test of the transition from a planned to a market economy in a restricted area under favourable conditions.

He said success in creating a market economy in central Europe would allow a bridge to be built with the rest of eastern Europe over which know-how and capital would flow "quite apart from the fact that in this way we shall be opening up one of the outstanding potential markets on our continent."

In western Europe, industries faced radical change, several speakers said. Mr Anders Schary, chairman of the Swedish Electrolux group, said there would be further consolidation in manufacturing. Some governments were supporting ailing industries by a variety of means that were at odds with

FT CONFERENCE

THE CHALLENGE OF THE NEW EUROPE

competition policy, while other countries were protecting industries they believed to be of strategic importance.

Manufacturers would have to bring their marketing and product strategies up to date and try to form transnational groupings. There was room only for market leaders and niche players.

"Never be a medium-sized company; that way, you have lost the game," Mr Schary said. Mr Francis Lorentz, chairman of Groupe Bull, the state-owned French computer manufacturer, said the computer industry was in crisis, with many manufacturers sustaining heavy losses.

Information technology companies should collaborate in research and development in the development of standard computer designs and in manufacturing to cut costs. However, they should should compete in other areas, he said.

Collaboration could be with American or Asian competitors and might involve equity investment. It was important that European companies remained European-owned, he said. Up to 150,000 highly skilled jobs could be lost in

Europe if its information technology industry disappeared. Sir Allen Sheppard, chairman of the UK-based Grand Metropolitan group, raised three areas where differences in practice between Britain and continental Europe were penalising UK traders.

He complained of losses caused by the counterfeiting of famous brands. "European trademark systems are hopelessly ineffective. Infringers get away with murder," he said.

While German or French manufacturers found distribution in the UK comparatively simple, in continental countries, the retail food trade was highly fragmented. "Thousands of small buyers need a sales visit. This means you have to run the sort of sales force that was common in Britain 20 years ago. It is

expensive and inefficient." Mr Koichi Kijiri, chairman of Mitsu, said Japan was now looking more philosophically at its relations with the rest of the world. The consequences of trade friction had spurred debate about the best way to make Japan's economic behaviour more socially acceptable.

Criticism of the part played by Japan in the Gulf war had persuaded the Japanese that they should streamline and strengthen their decision-making processes "to allow quicker and more timely actions based on established principles and clear objectives".

He raised the possibility of establishing an Asian economic group with Japan at its centre comparable with the European Community and the North American Free Trade Agreement.

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EUROPEAN NEWS

Bonn defends EC telephone monopolies

By Hugo Dixon in Geneva

GERMANY will oppose moves to abolish telephone monopolies throughout the European Community when they are reviewed by the Commission next year, according to Mr Christian Schwarz-Schilling, the country's minister of posts and telecommunications.

Germany's position makes substantial liberalisation of EC telecommunications unlikely next year.

Without German support, there is little chance of political agreement to abolish the monopolies. This means that the only way liberalisation could be achieved would be by the Commission applying the Treaty of Rome's competition law on its own authority.

Brussels used competition law to force the liberalisation of telecommunications terminal equipment and data communications services in the late 1980s. But voice communications, which account for 90 per cent of the market, remain monopolies except in the UK.

Mr Schwarz-Schilling said in an interview that he did not want to subject Deutsche Telekom, the country's monopoly operator, to more competition at the same time as it was having to modernise the infrastructure of former East Germany.

He also rejected plans by the country's railway authority to set up a pan-European telecommunications network with other European railway companies in competition with the telephone monopolies. However, he did not rule out

THE VALUE of west German industrial orders fell in August by a provisional 3 per cent in comparison with the same month last year, the Bonn Economics Ministry reported yesterday, writes Christopher Parkes.

After seasonal adjustment, manufacturing industry order books were only 1 per cent higher than in July, compared with the 4.6 per cent month-on-month increase recorded in 1990. All of this modest improvement came from domestic markets, which showed a 2 per cent rise, while overseas orders last month were 0.5 per cent lower than in July.

extending competition at a later stage.

Mr Schwarz-Schilling said he planned to privatise Deutsche Telekom in the next two years and was discussing the matter with the political parties. Under German law, telephone and other public services must be provided by the state. Changing this requires a two-thirds majority in parliament.

The minister is expected to announce further competition in mobile communications today. Twenty-two more licences for private mobile radio systems, used by taxis and similar fleets of vehicles, are to be awarded. The government is also likely to license a personal communications network to compete with the two existing cellular systems.

Turkish diplomat shot dead in Athens

By Kerin Hope in Athens

A TURKISH diplomat was shot dead yesterday in a residential district of Athens in an attack bearing the hallmarks of November 17, a left-wing Greek terrorist group.

It came on the eve of a visit to Istanbul by Mr Constantine Mitsotakis, Greek prime minister, for the funeral of Ecumenical Patriarch Dimitrios, spiritual leader of the world's 250m Orthodox Christians.

Mr Mitsotakis condemned the killing, saying it was intended to "create problems in Greek-Turkish relations and undermine our country's interests".

The diplomat, Mr Cetin Gorgu, 28, was shot in his car when leaving for work. The two gunmen escaped. There was no immediate claim of responsibility, but the prime minister said November 17 appeared to be responsible.

The group has claimed 16 political assassinations since 1975 but none of its members has ever been arrested. Greek-Turkish relations are already strained over lack of progress in efforts to reunite Cyprus, and a dispute over the Moslem minority in northeastern Greece.

Nordic strategy sought on EC

By Robert Taylor in Stockholm

THE Nordic countries must co-operate on a joint strategy towards EC membership, Mrs Gro Harlem Brundtland, Norway's prime minister, said yesterday.

Writing in Sweden's leading newspaper Dagens Nyheter, she argued that a united Nordic region would have much greater influence inside the EC than if Nordic countries entered the Community separately.

Mrs Brundtland is trying to widen Norway's debate beyond domestic preoccupations with the fishing industry and agriculture to emphasise the dangers of a self-imposed isolation if Norway is left behind the

other Nordic countries' approaches to the EC.

A third of Norwegians support an EC application, a third are opposed and a third are undecided. The local government elections in September saw gains for the Centre and Socialist Left parties who are campaigning against EC membership.

Mrs Brundtland's Labour party will decide at its party conference in the autumn of next year whether Norway should seek EC membership, although it is possible the date of that gathering could be brought forward.

The prime minister does not disguise her personal wish that

Norway should seek EC membership once an agreement is reached on a European Economic Area between the EC and the European Free Trade Association. She would like to see Norway's negotiations on EC membership take place in 1993 alongside countries such as Sweden and Austria, which have already submitted their applications to join. Finland looks increasingly likely to apply by next spring.

Last week the Norwegian government said it was carrying out an inquiry to find out what would happen to Norway if it stayed outside the EC but the other Nordic countries joined.



Brundtland: wants talks

Bonn-Prague friendship treaty

By Ariane Genillard in Prague

MR Hans-Dietrich Genscher, the German foreign minister, and Mr Jiri Dienstbier, his Czechoslovak counterpart, initiated yesterday a treaty of friendship and co-operation between the two countries.

Mr Genscher was accompanying Mr Richard von Weizsäcker, the German president, who is visiting both the Czech and Slovak republics this week. The treaty is the fourth signed by Czechoslovakia with another European country.

German capital amounts to

86 per cent of total foreign investments in the Czech republic, according to Mr Jan Vrba, Czech minister of industry.

The signing of the treaty, which has to be ratified in parliament, was delayed for several months, partly because of the claims of the Sudeten Germans who were expelled from Czechoslovakia in 1945. They recently agreed to drop the demand that they be compensated for their confiscated property. There was also diffi-

culty over the wording of references to the period between 1939, when Germany invaded Czechoslovakia, and the end of the Second World War. The final text referred to the "continuous existence of the Czechoslovak state since 1918", when the original Czechoslovak state was founded.

This sentence has infuriated Slovak politicians because it makes no mention of the existence of an independent Slovak state, which was pro-Hitler, between 1939 and 1945.



Dienstbier: fourth pact

Belgian poll likely for end of November

MR Wilfried Martens, the Belgian prime minister, tipped November 24 as the date for general elections after leaders of his strife-torn coalition met yesterday to prepare an agenda for their last weeks in office, Reuters reports from Brussels.

King Baudouin refused on Sunday to accept Mr Martens' offer to resign immediately in a political crisis.

The four-party coalition made up of Christian Democrats and Socialists from the two halves of the linguistically-divided country has fallen apart in feuding between Flemish- and French-speaking partners.

With elections due in any case by January, the king declined Mr Martens' offer to resign immediately.

Instead, he told the prime minister to stay in office long enough to prepare the ground for a new administration after early polls.

An official statement issued after yesterday's cabinet talks said a full ministerial meeting would be held today to deal with stopgap budget measures and to prepare for constitutional reforms by the next government.

Far right makes further advances

By Christopher Parkes in Bonn

GERMANY yesterday counted the human and political costs of growing violence against foreigners, with police reporting about 50 weekend attacks on non-Germans, and the opposition SPD party suffering serious losses in Hanover to the benefit of the right-wing Republican party.

The SPD, which stands firmly against any change in the law on asylum seekers, suffered its worst local election result since the war in Hanover, the capital of Lower Saxony. It took less than 42 per cent of the vote, compared with more than 47 per cent in 1986. The Republican party won at least two seats.

SPD officials accused Germany's ruling Christian Democrats (CDU) of muddying the election campaign by focusing on the issue of asylum. This has leapt to the top of the political agenda since the latest wave of racist attacks began with the fire-bombing of an asylum-seekers' hostel in Hoyerswerda, east Germany last month.

In one of last weekend's inci-

dents, a Russian soldier was seriously injured after being thrown from a third-floor window.

A week ago the SPD lost its overall majority in state elections in Bremen and six extreme right-wingers from the Deutsche Volksunion were elected to the state parliament following a similar campaign.

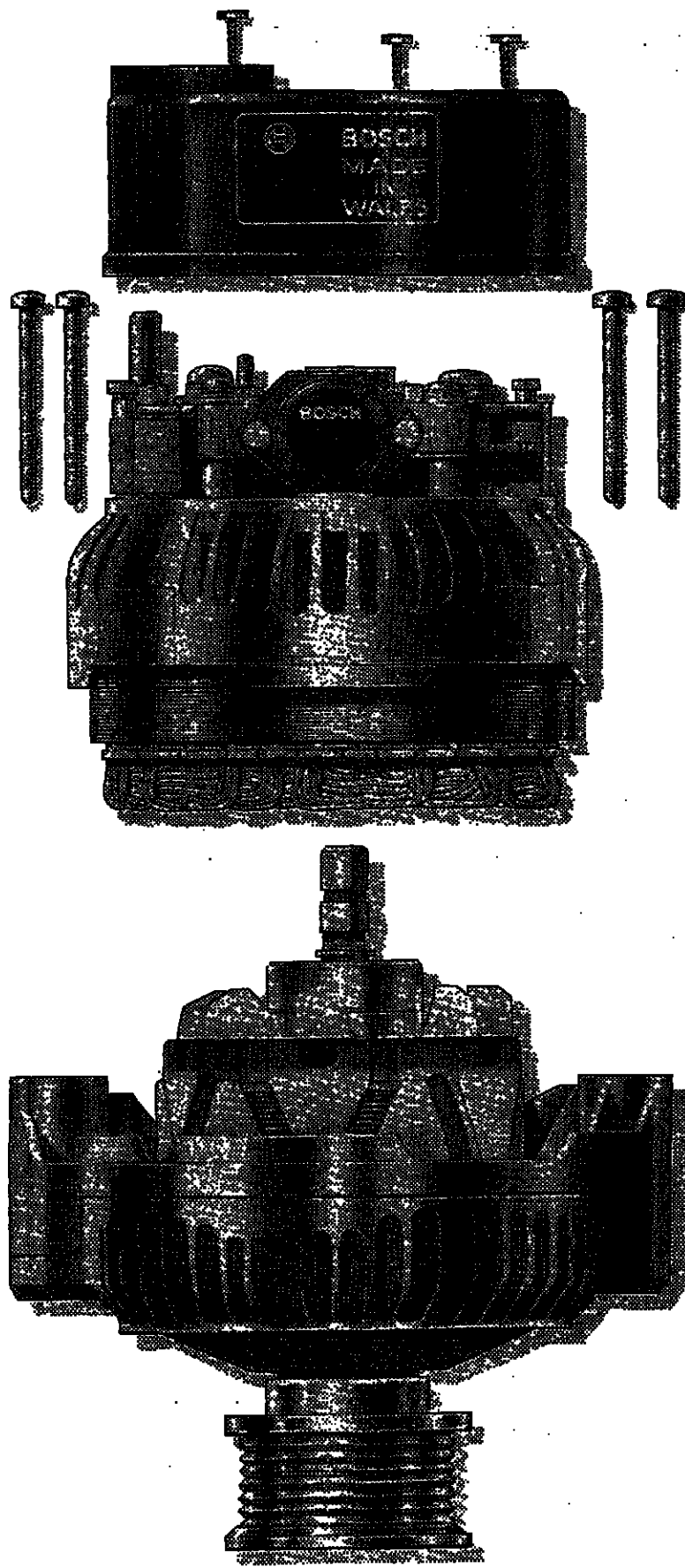
In Lower Saxony as a whole, the Socialist share of the vote was virtually unchanged from 1986 at 40 per cent. But the weekend result suggests it has lost the gains it registered in the interim: in the state parliament election last year, it took a 44 per cent share.

President Richard von Weizsäcker was drawn into the row after he was reported to have said he did not feel a tightening of constitutional provisions on the right of asylum - the CDU's proposed response - would make any difference to the increasing flow of people seeking asylum in Germany.

Chancellor Helmut Kohl declined to comment, but party officials called the president's intervention "unhelpful".

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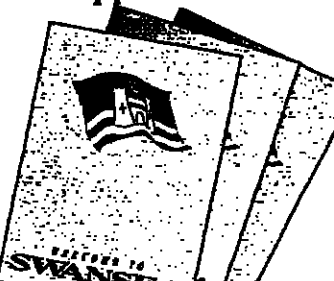
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INTERNATIONAL NEWS

Shamir holds to hard line on talks

PROSPECTIVE Middle East peace talks will fail if the key Arab demand that Israel relinquish occupied territory is made the main focus of negotiations, Mr Yitzhak Shamir, the Israeli prime minister, told the country's parliament yesterday. Hugh Carnegie writes from Jerusalem.

Mr Shamir offered little sign of flexibility in advance of the regional peace conference which Washington is working to convene this month or next

when he addressed the Knesset at the opening of its session.

The speech, which the US and his Arab foes are bound to scrutinise closely, welcomed the prospect of negotiations, but said they must be on Israel's terms.

Mr Shamir took care to point out there was still no assurance that the conference would take place and stated his belief that real stability in the region would only be possible when democracy had replaced what

he called unreliable, totalitarian Arab regimes. Israel "must necessarily exercise great caution and alertness".

He said Israel had agreed that UN Resolutions 242 and 338 should be the basis of negotiations, but restated his government's rejection of the view, held by the US and Arab states, that the resolutions imply that Israel must withdraw from territories occupied in 1967 as a pre-condition for a peace settlement.

"If our neighbours put only territorial issues at the centre of the discussions we will know that they joined the process only for this reason and not for peace, and we will draw conclusions accordingly," Mr Shamir said.

He said the opening peace conference would be purely ceremonial, lasting only one or two days before substantive bilateral negotiations began. Israel would walk out if the Palestinian representatives

announced they were appointed by, or represented the Palestine Liberation Organisation. He warned the Arab side not to expect US pressure on Israel to yield results. "The US role must be that of an honest broker," Mr Shamir said.

The prime minister immediately came under passionate attack for his approach by Mr Shimon Peres, the opposition Labour party leader, who advocates accepting the concession of land for peace.

Turkey postpones regional water supplies conference

By Tony Walker in Cairo

TURKEY yesterday announced it was postponing a Middle East water conference to avoid disrupting a planned regional peace summit due to be held by early next month.

Turkey's announcement followed threats by Syria and other Arab states to boycott the water conference if Israel attended. The Foreign Ministry in Ankara said the gathering had been postponed to "await the outcome of efforts to convene a Middle East peace conference".

Mr Abdel Halim Khaddam, Syria's vice-president, said in a newspaper interview published at the weekend that "Israel has no right even to a single drop of water in this region".

Mr Khaddam's remarks coincided with a warning from Lieutenant General Mohammed Tantawi, Egypt's new defence minister, that his country would not hesitate to use force to guar-

antee a continued supply of Nile water.

Gen Tantawi also predicted, in an interview with al-Ahram, the Egyptian daily, that future Middle East wars could break out on the issue of water.

"One of the reasons for any future conflict might be the struggle for water, because any attempt to control water resources will be considered a direct threat to the national security of the beneficiary states," he declared.

"Therefore, the close links between Egypt's Nile interests and its national security pushes it to draw up a comprehensive strategy to confront any threats or attempts to control the Nile."

The river is virtually Egypt's sole source of water and is vulnerable to interference by African states through which it passes.

Palestinians barred on anniversary of deaths



ISRAELI yesterday barred Palestinians from Jerusalem, where tearful families prayed and lit candles to mark the killing of 18 Arabs by police in the Old City a year ago, Reuters reports from Jerusalem.

Paramilitary police and soldiers turned back residents of the occupied West Bank and Gaza Strip to prevent trouble ahead of the October 8 anniversary of the bloodiest civil unrest since Israel captured the territories and East Jerusalem in the 1967 Middle East War.

Families gathered for memorial services in east Jerusalem theatres, where videotapes and books of what they call the al-Aqsa massacre were displayed.

One year ago the al-Aqsa and Dome of the Rock mosque compound, Islam's holiest site after Mecca and Medina, echoed to the crackle of gunfire as police chased thousands of Palestinians out of the complex known to non-Muslims as Temple Mount. Seventeen Arabs were killed by police on the mount, some shot from behind while fleeing. Another was killed nearby in the nar-

row streets of the walled Old City.

The killings, for which no police officer has been prosecuted, brought Israel worldwide condemnation.

Relatives, sitting beside pictures of the slain, said they were sorrowful yet proud their sons and husbands had died defending the mosques from Jewish extremists. They were referring to a tiny group of ultra-nationalists called the Temple Mount Faithful who try each year to reclaim the site from Muslims.

Last year, as always, the Israeli authorities prevented the group from entering the mount to lay a symbolic cornerstone for the rebuilding of the biblical Jewish Temple. But thousands of Arabs gathered, fearing extremists would enter the complex.

An Israeli government-appointed inquiry in November blamed Palestinians for starting the violence by stoning Jewish worshippers at the Wailing Wall, Judaism's most sacred site, which abuts the mosque complex.

A corner's report in July, however, challenged this. Judge Ezra Kama said the accidental setting off of a police teargas grenade, not Palestinians, ignited the violence. He

criticised the police for firing but recommended against putting police officers on trial.

Only one of the 18 bereaved families has challenged the police in court. The others say they have no faith in the Israeli judicial system.

"I have no trust in the Israeli courts or in the Israelis in general," said Mr Jihad Hamideh al-Yassini, father of the youngest victim, Izal al-Yassini, aged 15. Standing beside a huge candle bearing his son's name Mr Yassini said he expected neither a prosecution nor compensation for his son's death.

"I can't bear to ask for compensation for the blood of my son. Even if I was paid money I would feel like I was eating my son's flesh and drinking his blood if I used that money."

Mr Adnan Hussain, director of the Islamic Council which runs al-Aqsa, said for the families it was enough to know that their relatives had died "defending Islam".

For most Israelis the Temple Mount killings are history. But at least one Israeli lawyer is seeking justice. Mr Avigdor Feldman, attorney for the Israeli Arab relatives of victim Adnan Mawasi, is urging the Jerusalem prosecutor to press charges against the police of unjustified use of arms.

now living in the West Bank - were supplied with running water. On the other hand, 61 per cent of Arab villages and hamlets are deprived of such a service and are obliged to rely on rain and spring water.

"In some areas," he said, "settlements have swimming pools, while Palestinian villages next door have a shortage of drinking water. No-one can accept that he does not have water to drink and his neighbour has a swimming pool."

Shortages of water for agriculture have led to a sharp drop in the amount of irrigated Arab West Bank land - from 27 per cent before 1967 to 3.7 per cent today. Israeli settlers, on the other hand, are irrigating 70 per cent of their farmland, according to Dr Tamimi.

In some places, says the Palestinian hydrologist, Israeli deep wells have so depleted aquifers that springs have dried up, so that a number of Arab farming communities have virtually died.

Professor Shuval says Israel, whose population is projected to grow sharply in the next five years with an expected influx of about 1m Soviet Jews, faces "serious existential concerns" that its current water resources would be seriously threatened by giving up control over the territories it now holds, in particular the West Bank of the River Jordan.

Such is Israel's dependence on what is known as the "mountain aquifer" under the

Another Middle East issue of life and death

Only land is a bigger source of friction than the question of water supplies, writes Tony Walker

MR Elihu Ben-Elissar, chairman of the far-defence committee of the Israeli parliament, put the issue succinctly.

Seated in his Knesset office with its views of the tree and well-watered Jewish suburbs of Jerusalem, he declared: "This is a region where either you have water, or you don't have water: either you live or you die."

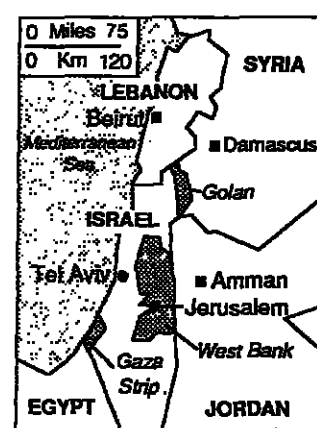
As efforts continue to convene a Middle East peace conference no issue, with the exception of control of territory itself, is likely to prove more vexatious than argument over a sharing of the region's depleted water resources.

Water supplies are simply insufficient for the fast-growing populations of countries and territories at the heart of the Arab-Israeli dispute.

Professor Hillel Shuval of the Hebrew University's Department of Environmental Sciences warned recently that "left unresolved, they [water disputes] could result in increased political tensions and unrest while presenting major obstacles on the road to peace. If totally neglected and left to fester they could become the cause of the next war in the area."

Among Arab residents of the Israeli-occupied West Bank and Gaza Strip, no issue has proved quite as bothersome on a day-to-day basis as lack of access to plentiful supplies of water for household needs and for agriculture. Mr Abed el Rahman Tamimi, director of the Palestinian Hydrology Group, says: "I can live without Jerusalem for 100 years, but I can't live without water for one day."

Among Israel's first acts after victory in the 1967 war was to declare water in the West Bank and Gaza a strategic resource under military control. Since 1967 Arab residents have been denied permission to drill for water, while Israel has sunk dozens of mostly deep wells for settlements and for military camps. Mr Tamimi said that all Jewish settlements in the territories - about 100,000 Jews are



West Bank that an end to Israeli access to this source of "high quality" drinking water for about 3m of its 4.5m people would, as Professor Shuval observes, would be "completely unacceptable".

It is estimated that about 83 per cent of water from the "mountain aquifer" is being utilised by Israelis, either in the pre-1967 Jewish state or in the territories themselves. Such an imbalance in water usage between the Arab and Jewish populations could not possibly survive a Middle East settlement.

While water problems abound in the West Bank, they are not quite as serious as those in the festering Gaza Strip, with its 600,000 people crammed into a tiny sliver of land bounded by the Mediterranean on one side and Israel on the other. Overturning by both the Arab population and by Israeli settlers in Gaza and farmers on the boundaries of the strip has depleted aquifers to such an extent that sea-water is intruding, making drinking water brackish.

The Arab population utilises about 55m cubic metres of water a year for household needs and agriculture, compared with 15m-20m cubic metres used annually by just 10,000 Israeli settlers.

While politicians on opposing sides of the Arab-Israeli dispute have offered few constructive suggestions about how to deal with the water crisis, Arab and Israeli experts believe that only through regional co-operation can the problem be solved.

Mr Tamimi says that peace must be accompanied by negotiations between Arabs and Israelis on a reasonable sharing of resources.

Professor Hillel agrees, insisting that Middle East peace encompass "a major regional water resources master plan". He advocates harnessing the surplus water resources of Turkey, Lebanon and Egypt for the benefit of deficit states such as Israel and the territories, Jordan and Syria through the construction of "peace" pipelines and canals.



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Sime Darby Berhad NOTICE OF MEETING

NOTICE IS HEREBY GIVEN that the Thirteenth Annual General Meeting of Sime Darby Berhad will be held at the Nirwana Anteroom, Kuala Lumpur Hilton, Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia on Saturday, 2nd November 1991 at 11.30 a.m. for the following purposes:-

To receive and adopt the Directors' Report and the Accounts for the year ended 30th June 1991 and the Auditors' Report thereon (Resolution 1)

To declare a final dividend for the year ended 30th June 1991 (Resolution 2)

To elect the following Directors:-
Tan Sri Nasrudin bin Mohamed (Resolution 3)
Nik Mohamed Nik Yaacob (Resolution 4)
Michael Wong Kuan Lee (Resolution 5)

To consider and, if thought fit, pass the following Resolution as a Special Resolution pursuant to Section 129 (6) of the Companies Act, 1965:-

'That pursuant to Section 129(6) of the Companies Act, 1965, YAB Tun Ismail bin Mohamed Ali be re-appointed Director of the Company to hold office until the conclusion of the next Annual General Meeting' (Resolution 6)

To fix the remuneration of the Non-Executive Directors (Resolution 7)

To re-appoint Price Waterhouse as auditors of the Company and to authorise the Directors to fix their remuneration (Resolution 8)

Kuala Lumpur
8th October 1991
By Order of the Board
Martin G. Manen
Secretary

Note

Any member of the Company entitled to attend and vote at this meeting is also entitled to appoint one or more proxies to attend and vote in his stead. A proxy need not be a member of the Company.

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THE FAX REVOLUTION

Hiroshi Hamada, the President of Ricoh, spells out his personal interpretation of the philosophy that drives the company at all levels: a unique way that has led Ricoh to its pre-eminent position

Japanese companies have always placed great emphasis on their company's fundamental philosophy of business, more than their counterparts in Europe or the United States.

The principles which govern the way a Japanese company acts and the attitudes which guide the company's employees from the chairman's office to the workplace are often as important, sometimes more so, than the company's marketing and production strategy.

Even by Japanese standards, Ricoh, a world leader in advanced office automation equipment, places great importance on its philosophy, especially as it can trace its guiding principles back over 50 years to the company founder.

In his office in central Tokyo Ricoh's current President, Hiroshi Hamada, happily pays tribute to Mr Kiyoshi Ichimura, who spelled out his philosophy shortly after founding the company in 1936 as a manufacturer of sensitised paper and cameras.

Mr Ichimura's basic philosophy — the San Ai principle — is simply stated: "Love your neighbour, Love your country, Love your work."

Although Ricoh's managers have been perfectly at liberty

over the years to change such a philosophy, this has never been felt necessary despite Ricoh's transformation into an international giant employing 44,500 people in 127 subsidiaries, eight research institutes and 24 modern manufacturing plants worldwide.

President Hamada admits that whereas people from overseas have little problem with understanding the first two principles, when it comes to the third — "Love your work" — there is sometimes confusion.

The President clarifies it in this way: "Throughout a person's life he or she must work, and if it is to be useful work, then it must provide a service to others in society. If I was to summarise the San-Ai principle in one sentence, I would say that it means 'Provide genuine service to others'."

Ricoh's founder, Kiyoshi Ichimura, was ahead of his time when, more than 50 years ago, he said: "Business is people. Business starts with people and ends with people."

From the very beginning, Ricoh considered its staff to be the company's greatest asset. And today President Hamada believes that realising the full potential of every company member is the company's most important

aim. In order to follow the founder's San Ai principle, Ricoh places great emphasis on another three principles which sum up the company's management philosophy.

"They mean a great deal to us and we try to follow them in our dealings with our customers and the communities in which we operate."

The first principle is that a person should "think as an entrepreneur" by continually improving his or her ability to think and act creatively.

The second, "put yourself in the other person's place", reflects the company's belief that Ricoh should provide not only what customers want but what they really need.

And the third principle, "find personal value in your work" encompasses Ricoh's strong belief that only when someone finds personal value in what they are doing, can they be of service to others.

"Just to improve one's ability is not work," says Hamada firmly. "That is study."

"When we manufacture or develop a product we must keep in mind that our products have value only when information and people can communicate, so we try to focus on the relationship between information and people. We call this 'MMC' — Man Machine Communication."

"The fax machine will become more important than the telephone in years to come." — Hiroshi Hamada.

Since Ricoh has installed the world's first Olympic facsimile network in more than 160 countries on five continents as the official fax sponsor for next year's Olympic Games in Spain and France, cynics may suspect a certain amount of special pleading on President Hamada's part.

Yet, as the President goes on to develop his argument, the possibility that one day the facsimile machine will swap places with the telephone suddenly seems a lot more likely.

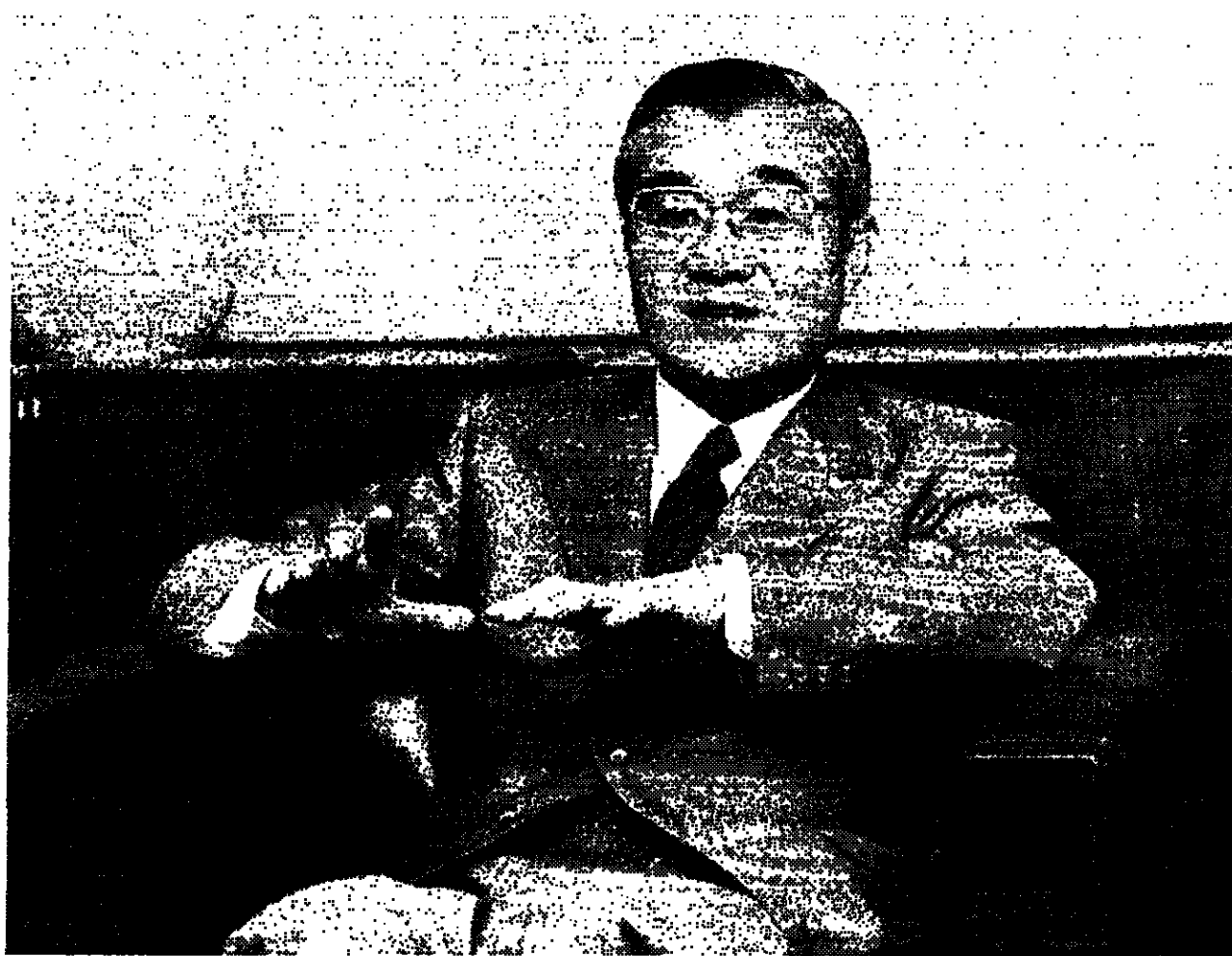
Of course, nothing will replace face to face meetings as the primary, and best, means of communication. But, in an increasingly interdependent world of instant communications where so much depends on avoiding misunderstandings, the technological means of communicating assume added importance.

For example, says President Hamada, if two people cannot speak the same language on the telephone, they will be unable to communicate.

But with a fax machine, even if the people involved do not have a common language, they can always use a dictionary at least to get the outline of the message. If this is not feasible then the message can be translated.

International communication by fax, therefore, goes beyond words or language.

Furthermore, the fax machine eliminates previous constraints of time, says President Hamada. Messages can be successfully transmitted and received from Los Angeles or Moscow to Tokyo or Sydney irrespective of the



Hiroshi Hamada: 'Ricoh strives to achieve the company philosophy of providing genuine service to others'

hour or day. Unlike a telephone conversation, time differences are no longer a problem.

Finally, the facsimile stretches communication further than the one-to-one mode of the telephone. With a facsimile, the original message can be shared by any number of people. It is a sophisticated means of communication which Ricoh is now providing all over the world.

The fax revolution has been swift. At the Los Angeles Olympics in 1984, there was hardly a fax machine to be seen. There were not many more at the Seoul Olympics in Korea three years ago. Next year's Games in Barcelona will be linked by fax to every one of the competing nations.

Ricoh's pioneering work in developing fax machines made it a clear favourite to become the official facsimile sponsor and install the world's first facsimile network.

Product development and diversification

Ricoh produced the first business digital fax machine way back in 1973. The company scored another "first" when it successfully completed the world's first international fax transmission of an A4 sheet from Tokyo to New York via satellite in less than a minute.

Ricoh's fax development has come a long way since. The latest Ricoh equipment can fax an A4 size sheet on ISDN lines in a mere 1.5 seconds — seven times faster than most others.

This year Ricoh entered the Guinness Book of Records by producing a notebook-sized fax, the smallest in the world, capable of sending and receiving A4 documents and which can send and receive high quality faxes over a cellular phone.

Ricoh's involvement in the Olympic Games was therefore a natural development, for two reasons.

First, although there are many events taking place in the world every year, if one was to choose the most significant event with the longest history it has to be the Olympic Games, held every four years.

"The event itself is a symbol. No other event can contribute more towards the growth of peace and development of culture than the Olympic Games. This is symbolised by the five linking rings of the Olympic symbol."

Second, and the President makes no bones about it, creating a network which will link the International Olympic Committee headquarters in Lausanne, Switzerland, with all 165 National Olympic Committees, 89 IOC members and 33 International (sports) Federations gives Ricoh an unrivalled opportunity to make its mark on the world scene as a leading manufacturer of office automation equipment.

And while the production of fax machines is an important part of Ricoh's business, it is by no means the most important. In fact, Ricoh's production of copying machines and related supplies still accounts for more than half of the company's world sales, and Ricoh remains the Number One copier manufacturer in Japan. And Ricoh's other activities include products as diverse as optical memory disks to printed circuit boards and high performance SLR cameras.

Localisation in Europe

"Since establishing its first subsidiary in Europe in 1963, Ricoh's expansion has been particularly strong in the region where the company now employs more than 2400 people. Ricoh Europe BV from its headquarters in the Netherlands now coordinates its seven sales subsidiaries and a financial subsidiary as well as the production subsidiaries at Telford in England's west Midlands and Colmar in France."

Europe's importance to Ricoh cannot be under-estimated although it was not always so.

Says President Hamada: "Many years ago we had no idea that we would be conducting operations in Europe on such a large scale. Europe appeared to be too diverse a region in which to conduct unified business, with so many different languages and cultures. But things have changed."

"I have no doubt that Europe will gain in importance in the coming years not only as an important unified market, but also as a centre of culture and peace. And we are very pleased that we now have a number of subsidiaries in Europe which have all been accepted by the local communities."

The way Ricoh has gone about its localisation programme is an excellent example of how the company puts its guiding principle of "putting yourself in the other person's place" into practice.

"We see it as essential to keep working hard to understand the needs of the local community, to keep changing and improving our service as a member of the community and above all, to be able to put ourselves in the shoes of the local community. That is the final goal."

International in outlook, innovative in product development and proud of the long established corporate philosophy, Ricoh's President can look confidently to the years ahead.

"Quite simply, I would like to see our company at the top of the office automation and image processing industry and to be widely recognised as the leader in this field."

■ If you want to know more about Ricoh and its products, visit the Japan Pavilion, S5.105, the Ricoh booth, at Telecom '91 Geneva (October 7 to October 15).



President Mr Hamada with His Excellency Juan Antonio Samaranch of the IOC

THE FIRST OLYMPIC FAX NETWORK

Ricoh has completed the installation of the Olympic Facsimile Network. The occasion was marked by a recent ceremony at the company's Tokyo showroom where President Hamada greeted a distinguished gathering including the President of the International Olympic Committee, His Excellency Juan Antonio Samaranch and Andrew Craig, Executive Vice President and Deputy CEO of International Sports, Culture and Leisure Marketing AG (ISL).

President Samaranch's presence had a special relevance. After all, it was his idea to create an international network of fax machines that would link the 1992 Games and the Olympic Family.

Ricoh was quick to support the concept and was both willing and able to provide the necessary technology and expertise to create the world's first Olympic fax network.

The network, completed in 18 months, now links the International Olympic Committee headquarters in Lausanne, Switzerland with more than 160 countries around the world.

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INTERNATIONAL NEWS

South Koreans defend pace of financial reform

By John Ridding and Steven Butler in Seoul

MR Rhee Young Man, South Korea's finance minister, yesterday defended Korea's pace of financial reform against criticism from trading partners. He expressed hope that a seven-year plan for interest rate deregulation could be accelerated.

He said in an interview that the country's current economic difficulties, including inflation and a ballooning current account deficit, required a gradual approach to financial liberalisation. "If we liberalise interest rates all at once it will produce a lot of side effects," he said.

Last week, a visiting US delegation criticised the pace of financial reform in Korea and said the Korean government did not have a clear vision about the direction of its financial policies.

"The US expressed dissatisfaction because of a lack of understanding about the economic situation in Korea," said Mr Rhee. He said the disagreement was only about the pace of reform and not about the ultimate goal.

Despite Korea's current economic difficulties, Mr Rhee said the situation was improving. "We expect GNP growth of about 9 per cent this year and we will not have much difficulty keeping inflation to single digits."

Although he forecast a current account deficit of about \$8bn (\$4.5bn) for the year, compared with \$2.18bn in 1990, he said the balance of trade was starting to improve.

He added that the sharp increase in this year's deficit was partly the result of special factors, including increased oil imports because of the Gulf war and a surge of aircraft imports.

According to Mr Rhee, an improved economic situation would allow the government to bring forward its plans for financial liberalisation. "The schedule [for interest rate liberalisation] was made in a conservative way. It can be shortened, it will definitely not be postponed," he said.

One part of the four-stage liberalisation, the decontrol of long-term deposit rates, had already been brought forward by one year, he said.

Over the last few months South Korea has announced a number of proposals to deregulate its tightly controlled financial markets in an attempt to increase their efficiency.

But trading partners, which are seeking improved access for their financial institutions and improved financing for foreign companies operating in Korea, have complained that the plans are too gradual and limited in scope.

Premadasa's critics lose

AN ATTEMPT to impeach Sri Lankan President Ranasinghe Premadasa has failed, his office said yesterday, Reuter reports from Colombo.

An impeachment motion submitted in August by the opposition and a group of rebel legislators from Mr Premadasa's ruling United National party was rejected by the speaker of parliament, the president's office said.

The speaker, Mr Haniffa Mohamed, told Mr Premadasa: "The resolution does not have the required number of valid signatures and... accordingly the resolution will not be pro-

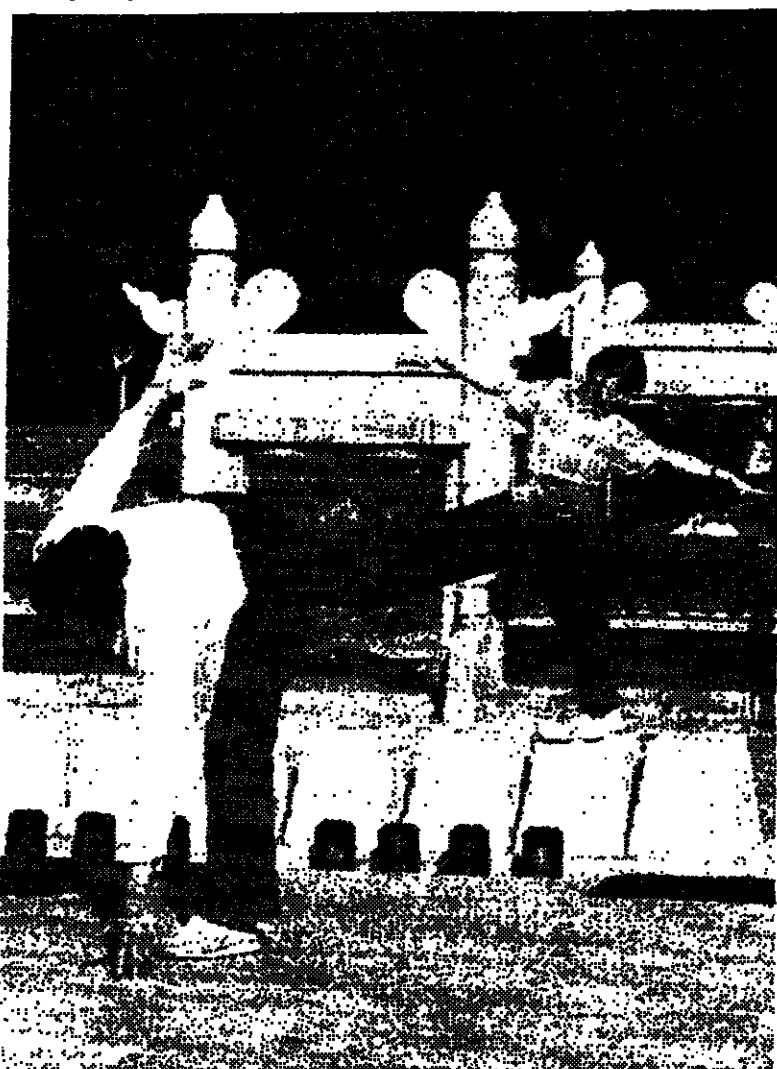
ceeded with." The motion, which had plunged Sri Lanka into a constitutional crisis, accused Mr Premadasa of abusing his powers and violating the constitution.

The speaker had considered the resolution but later said he would investigate complaints by some ruling party members that their signatures had been obtained illegally. The motion needed signatures from half of the 225 members of parliament to proceed.

Dissident legislators said earlier 122 government and opposition members had signed the motion.

Exercise of power divides China's old guard

Beijing's 'old comrades' go through the same routine of winner-take-all, writes Robert Thomson



A Chinese mother and daughter practice Qigong - a traditional exercise combining meditation and physical activity

FOR THE past year, the elderly revolutionaries sitting atop the Chinese Communist Party have argued over what has become a virtual obsession for some of them, *qigong*, a traditional breathing and exercise routine with semi-spiritual pretensions.

The emergence of a *qigong* charismatic movement and its appeal to party octogenarians unmoved by the bleakness of human mortality has become a symbol of the divisions among the revolutionaries, who have rarely agreed since they took control of the country two years ago and crushed the pro-democracy movement.

Party elders are united in disgust at the collapse of Soviet communism, but they are still settling vendettas from 30 or more years ago, and have widely differing ideas on many issues, including the pace of economic reform, the selection of younger leaders, and the counter-revolutionary qualities of *qigong*.

These ultimate arbiters of Chinese policy are intimidated by the erosion of state control over the economy, and yet they concede that economic reform has produced material gains which have lessened the chances of an overthrow in the east European communist style.

The political paralysis among the "old comrades", as they are called in Chinese, has made the Communist Party's official leadership increasingly cautious. Leaders such as Li Peng, the prime minister, have been unable to respond to a financial crisis in state factories, and have resorted to a crude nationalism in defending "Socialism with Chinese Characteristics".

And, as the central leadership becomes ever more irrelevant, ambitious provincial leaders are pushing ahead with economic programmes and building their own power bases outside the existing, revolution-based party structure.

The Chinese party is not another communist domino poised to fall, though the death of an influential elder will prompt a shift in the Beijing power structure, depending on which elder it happens to be. A common mistake in analysing such power shifts is to picture a handful of geriatrics at the helm, and to overlook the hundreds of other revolutionary-era cadres with whom they have links. Each of the better-known Chinese elders, Deng Xiaoping, Yang Shangkun, the president, and Chen Yun, the all-seeing economist, draws power from their own prestige and from their links to other, lesser-known revolutionaries, who also have extensive networks of influence in the party and in the People's Liberation Army.

The revolutionaries' political disputes turn on several axes, and their opinions are frequently inconsistent. Take Wang Zhaohua, a vice-president with a ruthless streak who declared not long ago that Mao Zedong Thought is "the most valuable spiritual asset of the Chinese nation". Wang is a believer in party control, and yet he has been one of the strongest advocates of economic reform and the establishment of special economic zones.

A second cause of confusion among middle-ranking officials is that it has been common for conservatives to allow the reformers to move too far, and then clamp down. It has also been common for the reformers to allow party conservatives to publicise their extreme views as a prelude to silencing them - according to bewildered party members, both of those strategies appear to be in motion at present.

Deng Liqun, a former propaganda chief who was voted out of office by party members at their 13th Congress three years ago, has been in fine form, censoring films and finding newspapers very willing to publish his sometimes bizarre opinions. Deng

suggested in a recent speech that errant writers and intellectuals should be "strangled", which is the sort of comment his opponents would expect and, perhaps, hope that he would make.

Zhu Rongji, the former mayor of Shanghai and now a deputy prime minister, is hailed by most foreign diplomats as the great reformist hope. Zhu has been given the almost impossible task of overhauling state industry, which has forced him to raise the sensitive issue of bankruptcy and to talk to party elders about stock ownership. Younger Chinese officials believe that Zhu has been set up, and will soon take a fall.

It is clear that the influence of Deng Xiaoping has faded, for physical and political reasons. He is still the paramount leader, but was compromised by the "failure" of his two choices as party boss, Hu Yaobang and Zhao Ziyang, both of whom were dismissed.

The man generally identified as Deng's chief rival, Chen Yun, 86, the central planner who, strangely, took an early interest in environmental issues, is even less cognate. Wang Li, the liberal-minded head of the Chinese parliament and occasional tennis opponent of visiting dignitaries pre-1989, is seriously ill.

This game of Chinese roulette is likely to play itself out slowly, with a possible outcome that Yang Shangkun, the still robust president, and his friends and relatives in the military will gradually assert their control, leading the Communist Party farther down the road of mediocrity.

President Yang is another curious cross-breed of communist, who called in the troops two years ago, and now sees himself as something of an international statesman. Chinese familiar with Yang suggest that he will be either as pragmatic or as brutal as is necessary to secure his own position in the People's Republic.

Boat people stage protest

By Patti Waldmeir in Johannesburg

MORE THAN 10,000 boat people marched through Hong Kong's biggest camp for Vietnamese yesterday to protest against any plan to send them home by force, Reuter reports from Hong Kong.

With speculation sweeping the camps that forced deportation could start soon, boat people at the Whitehead camp chanted and punched the air, signalling they would fight any attempt to expel them from Hong Kong.

ANC backs easing of sanctions

By Patti Waldmeir in Johannesburg

SOUTH African anti-apartheid organisations have decided to call for the immediate lifting of sports, cultural, academic and travel sanctions against Pretoria, though economic sanctions should be maintained until an interim government is formed to give blacks a share of power.

The decision, taken at a meeting of officials of the African National Congress, the Communist party and the large

est trade union federation, Cosatu, must still be approved by the ANC's highest policy-making body, the national executive. But ANC officials said they did not expect opposition from the executive.

While deciding to ease their stance on so-called "people to people" sanctions, the ANC has recently stepped up its campaign to forestall international lending to Pretoria. ANC officials have issued thinly

veiled threats that they might renege on foreign loans incurred by the present government, in an attempt to sabotage Pretoria's recent steps to return to capital markets.

The ANC has said it will drop its insistence on investment and loan bans only when an interim government - including the ruling National Party, the ANC and other black organisations - is in place.

Sudan devalues currency

SUDAN HAS devalued its

currency and scrapped subsidies on basic commodities, including sugar and fuel, Suna, the official news agency reported yesterday, Reuter reports from Khartoum.

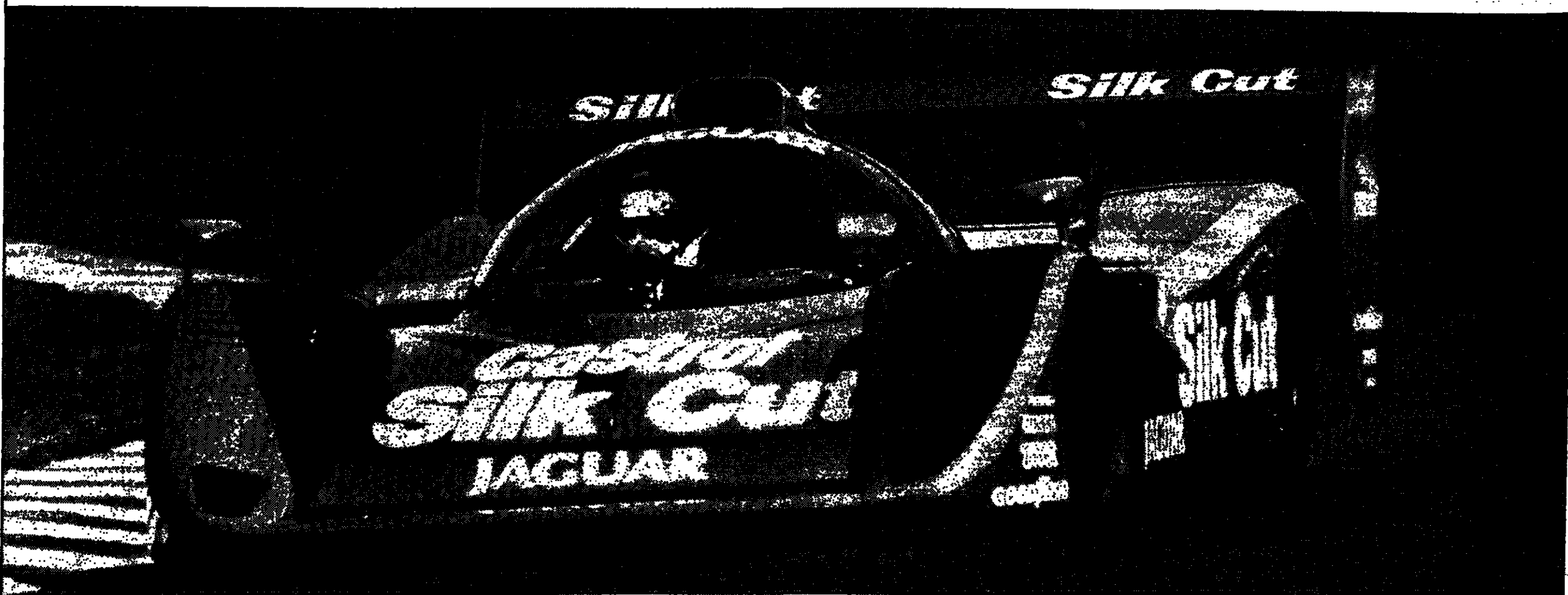
It said the Sudanese pound had from Sunday been devalued to an official exchange rate of 15 to the US dollar. A previous two-tier structure of \$212.3 and \$24.5 to the dollar was abolished.

Suna quoted Colonel Salah al-din Karrar, the member of

the 12-man ruling military council in charge of the economy, as saying the new rate would be used for government revenues, repayment of loans and grants, remittances by embassies and foreign organisations and customs payments by the private sector.

Subsidies on sugar and petroleum products would be lifted - the price of sugar has gone up by 75 per cent to \$27 per 500 grammes while petrol has been increased by 66 per cent to \$225 a gallon.

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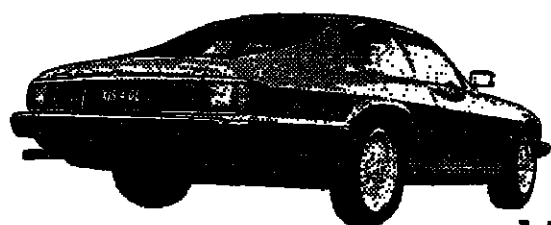
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Bush consults business leaders over recovery

By George Graham in Washington

PRESIDENT George Bush met US business leaders yesterday to discuss how to produce a stronger recovery from the recession, amid increasing signs of government concern about the economy's weakness.

Mr Bush argued last week that the economy needed "a shot of confidence" but complained there was little the administration could do unilaterally other than "jawboning".

Yesterday's meeting was viewed by economists as an attempt to use this "jawboning" approach to encourage business confidence.

While the administration has interpreted recent economic statistics - such as last week's slight decline in the unemployment rate - as confirmation of the view that the economy is emerging from recession, it has also begun to swing its support behind Republican-sponsored legislative proposals intended to bolster recovery.

This growth package would include a cut in capital gains tax and tax credits for research and development. While the administration favours a cut in capital gains tax rates, White House officials yesterday raised questions about the timing of a cut.

Some administration officials fear a cut just before the opening of next year's election season might give political ammunition to charges of unfairness from the Democrat opposition.

Democrat efforts to boost the economy have focused on increasing domestic spending by transferring savings from the defence budget, following the perceived decline in the Soviet threat and the recent proposals by Mr Bush and President Mikhail Gorbachev to cut nuclear arsenals.

But Mr Leon Panetta, chairman of the House budget committee, urged Congress yesterday not to try to redraft next year's budget without considering a long-term plan to reduce the federal deficit.

Mr Panetta advocated a plan to save \$1,000bn (\$574.7bn) over 10 years, helping to reduce the deficit from 6.1 per cent of gross national product next year to less than 1 per cent of GNP by the end of the decade.

He warned that without radical cuts in spending US national debt would grow to \$5,100bn, or more than 50 per cent of GNP, by the end of the decade.

The Panetta proposals include a 20 per cent reduction in government operating costs by cutting the number of departments from 14 to six - with savings he estimated at \$15bn-\$25bn over the decade - and cuts in domestic and benefit programmes.

The bulk of the savings would come, he said, from cuts of \$200bn-\$300bn in defence spending.



Carlos Menem: tough struggle

Minister believes battle for economic stability far from won Argentina warned on inflation

MR Domingo Cavallo, Argentina's economy minister, has warned that inflation remains "far too high", stressing that the battle for economic stability is far from won, writes John Barkham in Buenos Aires.

His warnings come even though Argentina is experiencing one of the lowest inflation periods in its recent history.

Mr Cavallo faces two crucial tests this week to prevent the planned reintroduction of index-linking wages to inflation. The government and the judiciary are locked in a constitutional dispute after the Supreme Court invoked its powers as an independent branch of government to award its members a 25 per cent wage increase.

The government has blocked the increase, arguing that if the justices get their way other sectors will be able to demand equally large increases.

Simultaneously, wage negotiations with the powerful metalworkers' union began yesterday. Employers are under intense pressure from rising foreign competition to resist inflationary wage increases. The government has warned companies to increase wages only in line with improvements in productivity.

Inflation must fall to international levels rapidly if Mr Cavallo's broader economic strategy is to work.

Although September's inflation rate of just 1.8 per cent was little more than August's increase of 1.3 per cent, prices have climbed 18.3 per cent since April, when Mr Cavallo tied the austral, Argentina's currency, to the US dollar and made it freely convertible.

The finances of Mr Carlos Menem's government are in good shape, if only because privatisation receipts are greater than expected, but the struggle against two other sources of inflation -

high production costs and inefficient markets - is proving far tougher than expected.

Mr Cavallo needs quickly to overcome resistance to reforms of the rigid and inefficient transport system, labour market, public sector and financial industry. These burden the economy with about \$8bn (\$4.5bn) a year in excess operating costs.

The rigid retail system is also a key difficulty: retailers have increased prices of goods in shops by 18.3 per cent since April, even though the wholesale sale prices of the same products rose just 4.5 per cent in the period.

Mr Cavallo will require rising tax revenues to stabilise fragile finances and keep inflation under control. Diplomats note that inward foreign investments are urgently needed to spur the economic growth required for the minister's plans to succeed.

MPs reject plan to reinstate Aristide

By Canute James

THE political crisis in Haiti deepened yesterday when the country's parliament rejected proposals for the reinstatement of President Jean-Bertrand Aristide, overthrown in a coup d'état last week.

The vote further reduced the chances of a diplomatic solution to the crisis, and has made any return to office by Mr Aristide unlikely.

Mr Aristide took office last February on a wave of popular support from Haiti's majority poor, and without any structural party machinery.

Many MPs had been unhappy with his reluctance to form a coalition with any of the 12 parties represented in the assembly.

Parliament was expected to vote yesterday on the appointment of a provisional president as reports from Port-au-Prince indicated that thousands of citizens were fleeing the capital in fear of renewed violence.

The Haitian issue is due to be discussed again today by the Organisation of American States (OAS) following a week-end mission of eight foreign ministers to the country.

The mission, which talked to military and political leaders and businessmen, was unsuccessful in efforts to have Mr Aristide reinstated.

Another top-level team left for Haiti yesterday.

Some OAS members - including Venezuela, Jamaica and Trinidad and Tobago - have said they will support military intervention under the auspices of a regional organisation.

The visit by the OAS team was followed by further indications of a division within the military. A broadcast by the army High Command stated Mr Aristide would not be allowed back under any condition. However, General Raoul Cedras, leader of the new junta, denied authorising the statement.

Iran-Contra prosecutors file charges

SPECIAL prosecutors investigating the 1985 Iran-Contra affair have filed criminal charges against a former senior State Department official, writes George Graham in Washington.

Mr Elliott Abrams, who was assistant secretary of state in charge of inter-American affairs at the time the Iran-Contra arms-for-hostages scandal broke out, will face two charges of withholding information from Congress.

Prosecutors contend that Mr Abrams concealed his knowledge of the network set up by Lt-Col Oliver North to finance the Nicaraguan Contra rebels with the proceeds from weapons sold to Iran.

A five-year investigation by Mr Lawrence Walsh, the independent special counsel appointed to investigate the Iran-Contra affair, has recently begun to produce charges against senior officials in the Central Intelligence Agency.

Smoker's suit reignites emotive debate

IN 1984 Rose Cipollone, a life-long smoker, died of cancer. Now, a full seven years later, the tobacco product liability suit which made her name famous is set to make its first appearance in the US Supreme Court.

Oral arguments in the case are scheduled to begin today, the day after the US's highest judicial authority reconvenes from its summer break. Analysts say a decision could be handed down as quickly as late-October or rumination could continue until next summer, the favoured date is somewhere between the two, early in the new year.

But whenever the court makes its decision, there is little doubt its ruling will have significant implications for the emotive question of "smokers' suits". What the Supreme Court is being asked to determine is whether US federal law pre-empted state remedies or, to put it in the context of the Cipollone case, whether the presence of federally-mandated health warnings effectively prevents smokers from suing tobacco companies under state product liability laws.

It has been a long and tortuous legal road. Cipollone v Liggett et al started out when Mrs Cipollone was still alive and has been continued after her death by her husband, Antonio. It is probably the best known of the numerous tobacco industry liability cases

because - at one stage - it appeared to be getting somewhere.

In 1988, after a four-month trial, a Newark-based jury awarded Mrs Cipollone \$400,000 (\$230,000) on the grounds that the Liggett tobacco company had misrepresented the risks of smoking in its advertising for Chesterfield and L&M cigarettes. Although the jury found contributory negligence on Mrs Cipollone's part, this was the first verdict which had

From a practical viewpoint the question is crucial; as the population gets older, the possible number of pre-1986 claims shrinks. So, considerable interest - and not a little anxiety - surrounds the forthcoming debate in Washington.

It is not confined to the tobacco industry. If warnings demanded by federal statute are deemed to protect a product from state liability laws, there could be wide-ranging implications. For example,

On the tobacco front, some Wall Street analysts believe the industry remains relatively well-placed. As one ratings analyst, reviewing the status of RJR Nabisco in the wake of last week's refinancing plan, put it: "The downside is limited and the upside quite considerable".

Should the Supreme Court decide in favour of the defendants, his argument runs, it would remove a sizeable litigation threat which has hung over the tobacco industry for years. Alternatively, if the court rules in the plaintiff's favour, the tobacco companies' lawyers can still resort to other defences which they have utilised skillfully in the past.

The anti-smoking lobby sees the matter in a different light. A pro-Cipollone decision, says Ash, could "persuade many attorneys who have been holding off filing cases against cigarette manufacturers to jump on the bandwagon".

Certainly, the fall-off in outstanding tobacco liability cases has been marked - from more than 150 at the peak to about 45 at present, according to the Tobacco Products Liability Project at Northeastern University School of Law.

Moreover, Ash contends, juries in other non-tobacco areas are increasingly willing to find defendants liable. "We cannot behave as if everything is going to be in the hands of this leadership from now on," he said.

US cautious over Soviet arms cuts

By George Graham

US officials and legislators responded cautiously yesterday to the Soviet Union's proposals to go beyond the nuclear arms cuts put forward 10 days ago by President George Bush.

White House officials said the proposals made by President Mikhail Gorbachev on Saturday represented "a substantive offer to consider", but that the Soviet leader's call for a summit meeting was premature.

"There are convergences between the two and there are differences between the two," a White House spokesman said yesterday. "We don't want to eliminate the atmosphere or the environment in which both sides are trying to be forthcoming and make unilateral decisions to reduce nuclear weapons."

Senator Sam Nunn, chairman of the Senate armed services committee, also urged caution in responding to Mr Gorbachev's proposals, which go beyond those of Mr Bush in urging a freeze on nuclear testing and broader cuts in strategic nuclear missiles.

"We cannot behave as if everything is going to be in the hands of this leadership from now on," he said.

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In mobile communications, Ericsson has a 40% world market share for cellular networks. And in the business communications sector, Ericsson's voice and data networking systems are gaining ground rapidly with major corporate users, such as stock exchanges, banks and international companies.

This large-scale, worldwide user base is important, given the high costs of funding research and development into the key new systems technologies.

Ericsson's investment in technology is currently focussed on key systems areas such as ISDN, intelligent networks, broadband communications, transport networks, cordless telephony, mobile data networks, and voice/data networking. Network management, a vitally important subject for both public and private networks, is receiving particular attention.

In future, only a supplier with a systems-level approach covering a number of complementary technologies will be able to



Focusing even more intensively on the development of present and future telecommunications systems: Dr Lars Ramqvist, President and CEO, Telefonaktiebolaget LM Ericsson.

stay at the forefront of the market.

One of Ericsson's real strengths is the company's involvement in the key areas of telecommunications system technology for the future.

The basic platforms for these future developments have already been created, in the form of the AXE digital switching system for fixed and mobile public networks; the digital MD110 subscriber exchange; the Ericsson Transport Network Architecture (ETNA), SDH and SONET optical fibre access and transport network systems; and TMOS, with its family of management functions and operation support system.

They form a strong foundation for the new products and services that will enable network operators and end users to make the most of new telecommunications opportunities.

Commenting on this subject in the financial report on the first six months of 1991, Ericsson President Lars Ramqvist said: "We have elected to focus even more intensively on the development of present and future telecommunications systems. By so doing, we expect to maintain and strengthen our leading position in our principal areas of business, with good profitability over the long term."

New York comes in loud and clear

In a single weekend in July, Ericsson and Metro One made history when they successfully completed the largest single cellular system conversion ever. The event took place in the New York/New Jersey area, where Metro One provides a cellular phone service. Overnight, the new Ericsson cellular system improved the quality and clarity of the calls and increased the service capacity in the largest, most demanding cellular market in the US.

The cut-over of the Ericsson system was the first step in a projected \$250 m investment over the next five years by LIN Broadcasting, owner of Metro One.



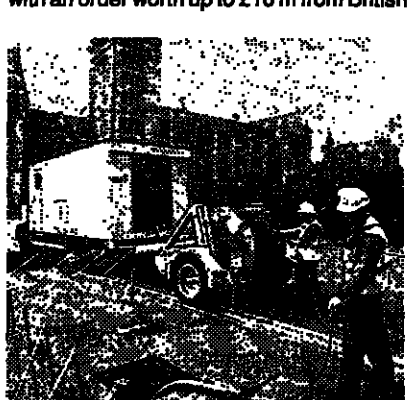
Ericsson cordless phones at 1992 Olympics

VIP guests and organisers at the 1992 Olympic Games in Barcelona will be able to make and receive calls via Ericsson CT3 cordless phones.

As official provider of telephone systems and digital telephones for the 1992 Games, Ericsson is providing an MD110 digital PBX with 10,500 extensions over 50 sites. 150 of the extensions will be cordless, providing full mobility within the communications network.

News in brief

UK: Ericsson has achieved a strategically important breakthrough into the UK market for public network transmission equipment, with an order worth up to £10 m from British



Telecom. Won against intense competition under EEC open tendering procedures, the contract covers plesiochronous multiplex and line equipment for BT's national telephone network.

In a separate contract, the London

Metropolitan Police is to trial Ericsson's Digital Access Communications System (DACS) trunked radio system for its day-to-day operations.

Inter-PBX signalling: Ericsson is one of eight members of the IPNS (ISDN PBX Network and Specification) Forum taking part in a multi-vendor, live demonstration of the new inter-PBX signalling protocol at Telecom 91. The Q-SIG PBX networking protocol is set to become a new European standard for private ISDN. The Geneva demonstration highlights a number of ISDN networking features.

Brazil: Banco Itau is to build a 10,000-extension integrated digital communication network based on the Ericsson MD110 digital exchange. Existing MD110 systems are to be expanded, and new systems added.

Spain: The Barcelona Stock Exchange is to install an Ericsson X.25 data network with 25 nodes serving internal workstations and external brokers' terminals.

Ericsson is also to supply an additional 50 nodes and an NM400 network management system for the Eripar data network in

service at the Madrid Stock Exchange - the largest in Spain. It serves internal workstations and external brokers' terminals.

South-East Asia: Ericsson has landed orders and letters of intent worth SEK480 m to expand cellular mobile telephone networks in Singapore, Indonesia and Malaysia.



Ericsson digital mobile telephony meets European deadline

The next generation digital mobile telephone networks are now in operation in four European countries, thanks to Ericsson technology and systems knowhow.

Ericsson networks conforming to the GSM pan-European standard became operational as planned on 1 July in Germany, Denmark, Finland and Sweden.

All the European countries are planning GSM digital networks. When they are in operation, subscribers will be able to move freely throughout Europe, making and receiving telephone calls wherever they are.

The largest of the Ericsson GSM networks is the German D2 network operated by Mannesmann Mobilfunk. It is a significant step forward for Germany: not only does it propel the country into the new era of digital mobile telephony, but it is also the first German telephone network to be operated by a private company.

The D2 network entered service just 18 months after the licence was awarded. The first phase of the network covers Germany's main urban areas and larger cities, including

Berlin, Frankfurt, Düsseldorf and Hamburg. Mannesmann Mobilfunk plans to provide 80% coverage of the population of what was West Germany by the end of 1992.

Ericsson has been selected as a supplier of infrastructure equipment by 10 of the 14 European countries that have so far ordered GSM networks.



To: Telefonaktiebolaget LM Ericsson, Corporate Relations, S-125 25 Stockholm, Sweden.

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WORLD TRADE NEWS

US, India edge closer to solving copyright dispute

By David Housego in New Delhi

THE US and India edged closer yesterday to solving a dispute over intellectual property rights that has threatened to precipitate retaliatory US action.

Mrs Carla Hills, US trade representative, said in New Delhi she hoped the dispute over India's resistance to allowing product patents in the pharmaceutical industry could be resolved to both sides' satisfaction. The US administration has until November 26 to decide whether to take retaliatory action against India under the Special 301 provision of the US Trade Act.

Mrs Hills yesterday saw Mr P. Narasimha Rao, India's prime minister, and other ministers, who argued that recent trade and economic measures had considerably opened the Indian economy. The dispute over product patents is the last big remaining bone of contention between India and the US over trade and foreign investment issues involved in the Article 301 controversy.

Mrs Hills repeatedly denied Indian accusations that to allow product patents in the pharmaceutical industry would raise the price of drugs for the poor. "It is a false assertion," she told a business audience. She claimed research findings showed that allowing product patents cut costs and increased the choice of drugs available by encouraging competition.

Indian law, in an attempt to hold down prices for the poor, does not permit the registering of product patents in the areas of food, chemicals and pharmaceuticals. All that can be patented is the manufacturing process, for seven years rather than the normal 14.

The US argues the refusal to allow product patents robs drug companies of the fruits of their research. Senior ministers and officials are ready to change Indian law in the interests of broader commercial ties with the US. But they face strong opposition from the left, which sees a reversal of India's stand on intellectual property rights as damaging to the interests of the poor and as caving in to pressure from



Hills: repeated denials

multinationals.

Ahead of Mrs Hills' visit, 250 MPs called on the government to resist a reversal of Indian legislation on intellectual property rights.

By contrast, the government signalled its wish for expanded commercial ties with the US. Through the Reserve Bank of India (the central bank), it approved a more than \$40m (\$22m) investment by Kellogg to establish a joint venture breakfast cereals project. The venture is the largest of the seven foreign investment projects approved by the bank since liberalisation of the foreign investment regulations in July.

China is preparing to join international copyright organisations, a move western diplomats said would help deflect international pressure, Reuter reports from Beijing.

The New China News Agency quoted Liu Gao, deputy director of State Administration for Copyrights, as saying China was preparing to join. It did not give a date for accession.

Although China's first copyright law went into effect on June 1, it has come under fierce international pressure to improve its record on intellectual property, particularly from the US.

The Bush administration in April cited China, along with India and Thailand, for allegedly violating intellectual property rights.

Nafta free trade talks reaching most critical stage

Meetings are likely to focus on three issues, including rules of origin, Damian Fraser reports

TRADE negotiations over the North American free trade agreement (Nafta) are reaching their most critical stage. In three weeks' time, on October 26, trade ministers from the US, Canada and Mexico will meet in Zacatecas, Mexico; if broad agreement on the issues is reached by then, officials could soon start writing the text of the agreement.

Mexico's President Carlos Salinas de Gortari, in an interview, said the negotiations were at the "most important stage, the most intense, the most difficult", but that he hoped an agreement would be reached early next year.

The talks in Zacatecas are likely to focus on three important areas: rules of origin, which determine what constitutes a North American good; dispute mechanism procedures; and the transitional period over which tariffs are phased out.

Without broad agreement on these areas, another ministerial meeting would be needed before beginning to write the text.

The three governments have already made progress on the question of rules of origin. Trade officials from the three countries have agreed that the large majority of goods will be considered "North American" if they undergo sufficient transformation in North America.

Mr Salinas hinted he would accept a reasonably high local content rule governing rules of origin. As he said, "Mexico does not want to become a springboard for re-exporting to other markets, but there must be important processes of transformation of products here, so additional employment opportunities are being generated."

In the car sector, one of the most contentious to be negotiated, the big three US car negotiators are pushing for a regional content of 70-80 per cent, up from the 50 per cent that governs the current US-Canada trade agreement. This would penalise non-American

cars so that they change tariff classification, a principal known as "tariff jumping". Thus, Mexican luggage made from Chinese leather with Taiwanese machinery would be considered North American, since the raw materials switched tariff classification in North America.

But in problem areas, the three countries will use a specified "percentage of regional content", derived by the value of regional materials plus local manufacturing costs as a percentage of total value, to determine whether a good is North American. The rules governing regional content would differ from product to product, but not from country to country.

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President Salinas: "Talks are at their most intense stage"

car investment in Mexico, since Japanese and European companies tend to import large amounts of parts and materials from their home country.

Mr Shoichi Aemamiya, head of Nissan Mexico, called the 70 per cent rule of origin "totally out of the question", adding it would lead to a big drop in Japanese investment in Mexico.

Nissan is currently finishing a \$1bn (\$500m) car plant in Mexico. The Mexican government, in the case of the car sector, is likely to sympathise with this point of view.

Trade officials have said that tariffs on goods will be lifted in three stages: sectors where tar-

MEXICO has overhauled customs posts on the Nuevo Laredo border crossing with the US through which some 45 per cent of US-Mexican trade passes, in an attempt to end decades of corruption and contraband, Damian Fraser reports. Two-way trade with the US was worth \$53.6bn (\$33.6bn) in 1990.

The change was opposed by customs officials, who for the first time went on strike, cut off electricity and water to the new customs site, and shot two finance ministry officials carrying out the move, one of whom is critically ill.

The old customs posts, more than 30 streets from the border crossing, were characterised by "vice and corruption" and were damaging Mexico's trade with the US, the finance ministry said. The posts have now been moved to the border, and are thus able to keep tighter control over traffic. The process of checking goods entering Mexico has become automated, largely curbing the discretion and power of the customs officials.

Mr Pedro Aspe, Mexico's finance minister, described the customs overhaul as a "typical microeconomic change" that his ministry would implement in the next three years. The overhaul follows reform of Mexico's ports last June.

iffs would be removed immediately; in the medium term (say, five years); and long term (10-15 years). Mr Herminio Blanco, head of the Mexican negotiating team, in an interview with the US newsletter Free Trade Advisory, said the reduction in tariffs need not be symmetrical.

"Perhaps it would be better (for) the US to go to zero on those tariffs where it is ready, and we are probably not... while we may be ready to go to zero on other tariffs where the US is not ready."

Two weeks ago, when the three countries presented their first plans for eliminating tariffs, Mrs Carla Hills, US trade

representative, indicated some 50 per cent of US industry should be protected for 10 years. The Mexicans, for their part, in turn would like to protect maize, rice and wheat for 15 years.

The negotiations over tariff reductions will be affected by progress in Gatt's Uruguay Round trade negotiations, particularly on the status of the Multi-Fibre Arrangement (MFA), which governs developing-country textile exports into the US and other developed countries. The US textile industry is unwilling to support Nafta until the future of the MFA, extended until the end of 1992, is finally resolved.

The Mexicans, for their part, are determined to abolish the limits on the exports of the roughly 4,000 goods that enter the US under the GSP (Generalised System of Preferences).

At the moment, GSP products only enter the US tariff zero if the amounts exported are below a pre-set limit - a system, say the Mexicans, that punishes the successful exporters.

Mexicans are also keen to protect the banking sector from US competition for a few years at least. The Mexican banks are being privatised, and officials would like to give them time to consolidate.

Mexicans and Canadians are both unhappy about allowing "national" treatment of banks, since it would allow the US to operate freely in their countries, whereas in the US a Mexican or Canadian bank would only be able to operate in one state.

Despite these differences, Mexican trade officials privately say the talks are going well.

Mr Salinas said: "There has been a proper process of communication within the three [US, Canada, and Mexico] negotiating groups; they have made important advances" and that some part of next year, hopefully the first part of next year, "an agreement will be ready."

Japan trade insurance premiums to rise 30%

By Robert Thomson in Tokyo

JAPAN is likely to increase trade insurance premiums by about 30 per cent, in an attempt to cover growing losses suffered by Japanese companies in contracts with less-developed countries.

Ministry of International Trade and Industry (MITI) officials are discussing the premium plan with leading trading houses and trade

associations. It is understood the 30 per cent increase will be announced in coming weeks.

"Companies have been making more and more claims for non-payment in deals in South America, Africa and eastern Europe, and we have no choice but to increase premiums. The situation is difficult this year because of extra losses suffered because of the Gulf

War," an official from MITI said.

Payments to companies totalled ¥1.98bn (\$2.53m) last year, while the fund had an income of ¥450m and recovered debts of ¥400m, leaving a deficit sharply up from the ¥400m deficit in 1989.

Exporters seeking cover in deals with developed countries pay about 0.25 per cent of

annual contract value as a premium; for LDCs this is likely to be 1-2 per cent, depending on the country's payment record. Trading houses and long-term suppliers are the most frequent customers.

MITI said the payment increase would not especially disadvantage any trading partner, but be added to a country's existing rating.

Cuba's meningitis vaccine exports set to double

By Canute James in Kingston

CUBA's growing export trade in vaccine against meningitis is expected to double to just over \$160m (\$22m) a year, following an agreement with Brazil to build a factory there to produce the substance.

The joint venture will allow the vaccine, previously exported from Cuba, to be produced at a lower cost. There is no indication of the cost of the plant and how the financing will be shared.

Cuba's earnings from this year's exports, with outstanding payments from last year, when Brazil imported \$130m-worth of the vaccine, will be used to finance Cuba's investment in the new factory.

Cuban medical researchers

are now believed to have been successful in producing a vaccine against meningitis B, a disease which has afflicted thousands of people in South American countries, mainly Brazil, Colombia, Uruguay, Paraguay, Argentina, Venezuela and Ecuador.

Vaccines against meningitis A and C were available, but the treatment for the B strain was elusive. Cuba will export 15m doses to Brazil this year, in exports worth about \$80m. The plant will produce an average 75m doses a year, enough to meet current demand in South America. The cost will be much less than the \$5.50 a dose for the Cuban-exported vaccine.

Slump seen in east European steel consumption

ECONOMIC turmoil in the Soviet Union and eastern Europe will mean a 17 per cent slump in steel consumption there this year, International Iron and Steel Institute estimates show, Bernard Simon

reports from Toronto.

Mr Lenhard Holschuh, IISI secretary-general, told the annual conference in Montreal that the drop in eastern European demand will account for four-fifths of the expected 40m

tonne decline in 1991 worldwide steel consumption. The IISI says total demand will drop 5.2 per cent to 736m tonnes. Weak off-take in eastern Europe, North America, the UK and Scandinavia will

be partly offset by peak consumption in Japan and Germany. Only a modest upturn is seen in the world steel market for the rest of this decade, with consumption reaching 790m tonnes in the year 2000.

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reports

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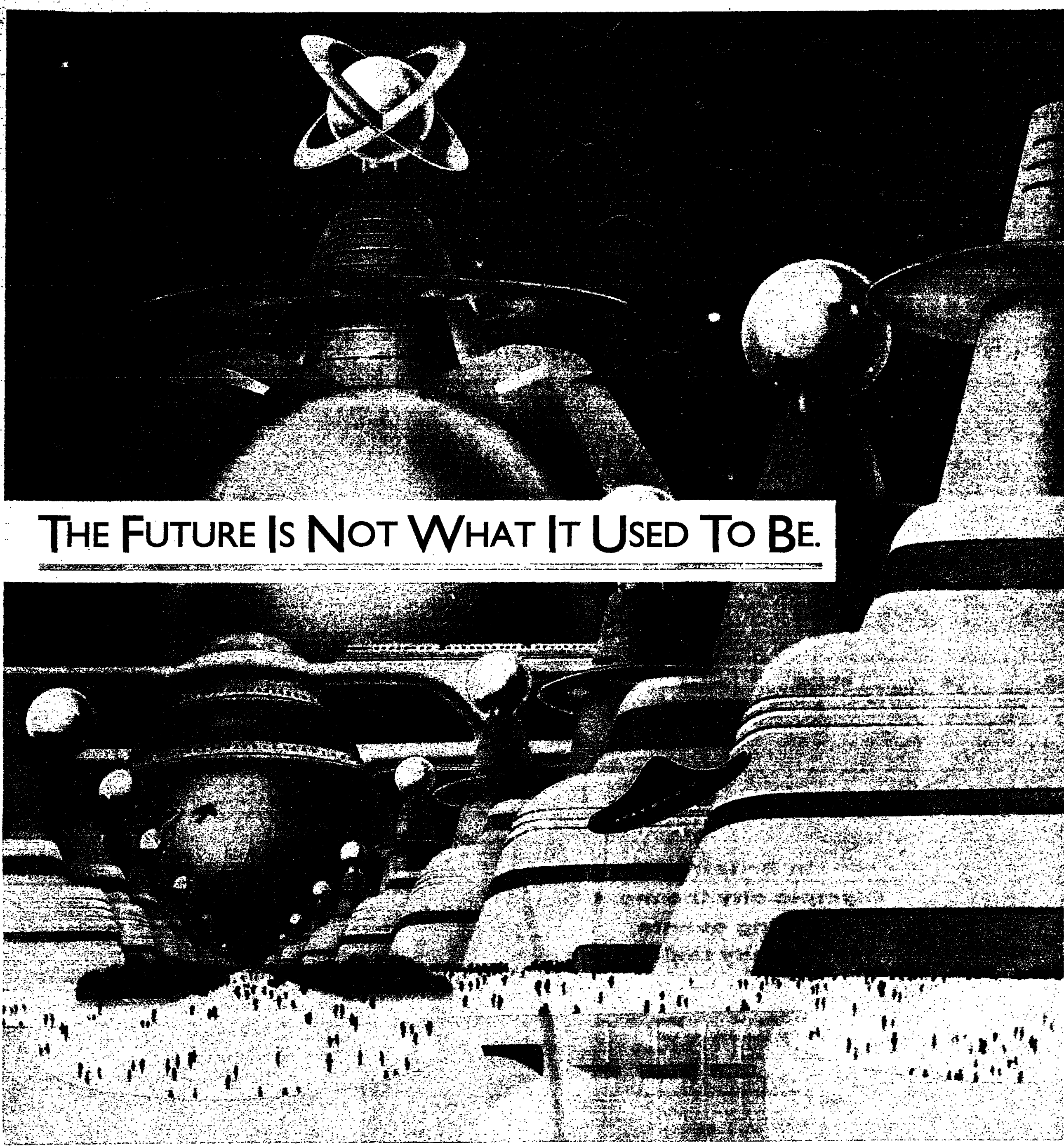
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THE FUTURE IS NOT WHAT IT USED TO BE.

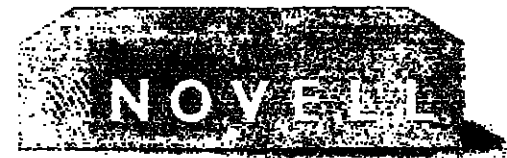
Funny, isn't it, how views of the future change so rapidly. Just ask any visionary you happen to meet.

Today, scores of people are trumpeting the virtues of networking. We at Novell defined the industry. Since then, we have become synonymous with Network

Computing, and our software products are now in their eighth generation.

You see, we're not in the prediction business. We're in the reality business. We don't look at the world through a crystal ball. We look at it through the eyes of our customers. Which is

why, if you have an eye on the future, you'd do well to consider the people who made it possible.



The Past, Present, and Future of Network Computing.

UK NEWS

US plant to close with loss of 686 Scottish jobs

By James Dunlop

SCOTLAND'S electronics industry suffered a severe blow yesterday when the US computer manufacturer Unisys announced that it is to close its plant at Livingston, West Lothian, early next year with the loss of 686 jobs.

Unisys, which has made heavy losses worldwide for the past two years, said the closure was part of a programme announced in July aimed at making cost savings of \$800m and shedding 10,000 jobs worldwide. It also said that the plant at Livingston, which was opened in 1980 to make low-cost PCs, was being superseded by new technology.

The closure raised fears that other US-owned plants may shed staff or close because of the current shake-out in the US computer industry. Unisys is one of the biggest employers in Livingston.

Unisys, formed from the merger in 1986 of Burroughs and Sperry and burdened with debt ever since, has already announced the closure of a plant making mainframe computers at Clear Lake, Iowa, and of a printed circuit board plant at Salt Lake City, Utah.

The Livingston plant was opened in 1980 to make low and medium speed cheque processing equipment, receipt printers and credit card reading devices.

Production and R & D for products made at Livingston is now to be centred on Unisys plants at Villers, Reims, France, and in Plymouth, Michigan, US, which already make and design them.

The announcement by Unisys comes after several years of strong expansion by the Scottish electronics industry. Several new plants have been established by US and Japanese companies and employment last year reached a record of 47,000, more than half of them in foreign-owned plants.

But output was static last year after growing at an average of 14.5 per cent a year since 1980.

Unisys said in July that its programme to cut costs, involving 10,000 job losses, consolidation of plants, a slimming of its product range and \$1.2bn of special charges against second-quarter earnings would restore it to profitability later this year after suffering heavy losses for the past two years.

Technology, Page 12

Major rallies Tories on eve of conference

By Ivo Dawney

MR JOHN MAJOR signalled the key themes for the annual Tory conference last night by stressing that Conservatives had stuck to their policies while their Labour opponents had "turned like sour milk."

In an eye-of-conference speech to 200 party agents in Blackpool, the prime minister drew strongly on events in eastern Europe, claiming the tide of history was ebbing away from socialism, as former communist societies embraced Conservative values.

"They want the power to choose. They want the right to own," he said.

Drawing attention to Labour's policy changes in recent years, he stressed: "Our party is confident in its values and proud of its history. We do not have to hide our past or pretend it never existed."

"Socialism has turned like sour milk. Conservatism runs true to its beliefs." His audience at a pre-conference reception also heard Mr Major urge on the constituency agents to work harder to get his message across to the electorate.

Coming on the anniversary of the UK's entry into the European Exchange Rate Mechanism, Mr Major emphasised that the government had shown its determination to

bring down inflation and interest rates. The country was now heading out of recession, he said.

He went on to stress his own role by claiming that the government was showing leadership both at home and abroad, in clear reference to his part in the flurry of diplomatic activity both before and after the attempted coup in the Soviet Union.

In an oblique reference to recent Labour attacks on the Tories' National Health Service reforms, he added: "All our opponents do is try to muddy the waters and mislead the electorate about the economy or the health service - anything they can."

Earlier, Mr Chris Patten, the party chairman, told a Blackpool press conference that the Conservatives would be stressing their positive agenda for the 1990s. Among the messages intended to come to the fore was the view that the Conservatives were "incomparably better suited to manage the economy than the Labour Party."

The four-day conference will be attended by nearly 10,000 representatives and observers, hearing debate on some 18 topics, culminating in the leader's speech on Friday.

British Airways launches own political campaign

By Paul Betts, Aerospace Correspondent

BRITISH Airways, under pressure from competition at Heathrow airport, London, and the slump in the airline business, has launched a political campaign to defend its position as one of the world's biggest international carriers.

The airline has drawn up a 40-page manifesto detailing what it argues the government should do "to ensure Britain and British Airways - preserves its leading role in the world civil aviation industry."

Copies of the manifesto will be distributed at this week's Conservative Party conference. BA said it will also be sent to every candidate from all parties when the general election is called.

It will also be mailed to members of the House of Lords and European Parliament. The

manifesto demands:

- development of an adequate air transport infrastructure in Europe;
- negotiation by the European Community of multilateral air transport agreements with countries outside the EC;
- maintenance of the present system of allocating take-off and landing times at congested airports but reforming it to provide better access for new entrants.

"Many people in positions of power and influence still take a parochial view of the nation's airline industry," said Lord King, BA's chairman. "They fail to recognise that competition in this business is on a global basis - it does not begin and end at Land's End and the White Cliffs of Dover," he added.

Thatcher may break ranks over Europe

How long will the deposed premier stay out of the limelight? Philip Stephens reports

IF THEY stick to the script Mr John Major and Mrs Margaret Thatcher will step on to the platform in Blackpool's Winter Gardens at the exactly the same moment tomorrow.

It should be impossible for the watching media to judge with certainty whether it is the prime minister past or present who wins the warmest reception from the last Conservative party conference before the general election.

But the fact of such a precisely-timed entrance - negotiated down to the last detail over the past three months - is testimony to the acute anxiety which surrounds Mrs Thatcher's appearance before the party faithful.

Last year she stood on the platform in Bournemouth as prime minister: defiant and determined in the midst of a mounting crisis in her government. As always, the conference delegates loved her. They had no time for the faint hearted. A month later she was gone, forced out of Downing Street by a collective loss of nerve among Conservative MPs.

Since then the party has warmed to Mr Major. He has won enthusiastic receptions at gatherings in Wales, Scotland and Southport.

But among many delegates there will still be a feeling of betrayal, a suspicion that Mrs Thatcher was deserted by colleagues cast in tin foil rather than iron. As one Tory MP put it: "She never lost an election. And they love her."

She will relish the applause. After several months at the start of the year during which she retreated into disbelieving depression, she has begun to rediscover her old energy. She intends to be active, a figure on the world stage.

She still resents the way she was treated, sometimes drawing less than credible parallels with more dramatic events elsewhere. After the abortive coup against president Mikhail Gorbachev last month she remarked that: "The worst thing, when these occasions



Ashley Ashwood

Curtain-call: Thatcher is keeping an eye on events

occur, is the realisation that some of those whom you have trusted were most prominent in your betrayal."

In private she is said to be critical of a number of the policies pursued by her successor. She believes it was wrong to abolish the poll tax, constraints on public spending should not have been relaxed.

Interest rates should have been brought down more boldly - in 1 or 2-point rather than ½-point stages - to pull the economy out of recession. Friends say that she finds it intensely frustrating to watch from the sidelines the tumultuous changes across the world.

She thinks that the western allies were much too soft on President Saddam Hussein of Iraq. The war should have been pursued until he was deposed. The Iraqi leader should have been brought to

trial. She felt that before the Soviet coup, the G7 nations did not do enough to support President Gorbachev. She thinks now that they should be playing a more decisive role in preventing the anarchic break-up of the Soviet Union.

She has called for more direct intervention in Yugoslavia on the side of Croatia, she has developed her longstanding ideas on the need for a new transatlantic trading community.

The Thatcher Foundation will be designed to give a permanent platform for such ideas. In the last two months her fundraising efforts have taken her to Japan, Hong Kong, the Gulf, and the US. In between she has found time for visits to China, Poland and the Soviet Union.

Once established the foundation will be designed to give a permanent platform for such ideas. In the last two months her fundraising efforts have taken her to Japan, Hong Kong, the Gulf, and the US. In between she has found time for visits to China, Poland and the Soviet Union.

tion will aim to promote "the widest possible acceptance of the principles of economic and political freedom, democracy, the rule of law and strong defence".

As its prospectus notes, Mrs Thatcher is determined also that ways should be found of "strengthening and deepening links between the countries of Western Europe and the new democracies in the East and the Soviet Union".

It is that sentence that holds the seeds of an open confrontation with her successor. Mrs Thatcher fell from power more than anything else because of her passionate opposition to European integration. It drove Mr Michael Heseltine, Mr Nigel Lawson and Sir Geoffrey Howe from office. It sparked Mr Heseltine's leadership challenge.

She has not changed her mind. If anything the collapse of communism in Eastern Europe and the break-up of the Soviet Union has persuaded her that the vision of Europe she set out in her now infamous Bruges speech is more, not less relevant.

The present European Community of 12 is insular, protectionist, and, above all, moving along the road to federalism. Mrs Thatcher wants the loose confederation of sovereign states - stretching from the Atlantic to the Urals - which was foreshadowed in Bruges. She is more determined than ever that the authority, the sovereignty of the Westminster parliament should not be eroded.

It is a point she has made several times in during lectures to US audiences over the past few months. It is one that might well persuade her to break publicly with Mr Major just months before a general election.

Mr Major has been successful in laying the foundations for a new Conservative consensus on Europe during the inter-governmental conferences on political and economic union which are due to conclude in Maastricht in December.

Like his predecessor he opposes vigorously the open transfer of power to Community institutions proposed by some of Britain's partners in the talks on political union. Mr Major would veto any treaty changes which handed over control of foreign and defence policy.

In the talks on EMU, however, the prime minister has worked hard to win the compromise which now looks likely to emerge from Maastricht. In essence, Britain would agree to move towards a single currency but it would reserve the right for a future Parliament to keep remain outside such a union. It is a compromise that Mr Major is confident will win the overwhelming backing of his parliamentary colleagues.

But not Mrs Thatcher. She believes that any deal which involves changes to the Treaty of Rome will bind Britain into eventual acceptance of a single currency. More importantly she views the process of economic union as a cloak for federalism.

Once Britain ceded control of key economic levers to Brussels, it would effectively be handing parliamentary sovereignty to Brussels. Tax and public spending policies would be outside the government's control. National defence would be compromised.

She believes that Mr Major should veto any treaty changes. Those countries who are committed to a single currency could go ahead outside the framework of the Treaty of Rome.

It is an issue that Mrs Thatcher feels passionately about. For her the decisions taken in Maastricht will be the most important facing Britain since it joined the Community. If necessary she is willing to oppose publicly the deal now being contemplated by her successor and to call for a national referendum on the issue.

She will not get much support among the colleagues at Westminster who deposed her a year ago. But then Mrs Thatcher intends to appeal directly to the people.

Credit figures dent recovery

By Rachel Johnson, Economics Staff

THE ECONOMIC recovery will be held in check by the reluctance of consumers to take on new credit, official figures suggested yesterday.

The Central Statistical Office announced a decrease of 230m in the amount outstanding on credit agreements to consumers in August - an unexpectedly large contraction after an increase in July of £187m. The markets had expected a rise of around £210m. In August, the total amount of new credit taken out by consumers was £3.9bn, down from £4.3bn in July.

The CSO also announced that retail sales volumes in August fell by a revised 1.2 per cent, after its provisional estimate of a 1.4 per cent drop. Yesterday's figures prevented

the government from launching the Conservative conference with an upbeat piece of official data to underline their confidence that the economy is on the mend.

The figures were seized on by the opposition as "disappointing". Mr Gordon Brown, the Labour's industry spokesman, said the figures undermined government forecasts of a strong recovery under way. He called on the prime minister to announce measures to increase industrial investment at the conference.

The Conservatives can round off their conference with a better figure - Friday's release of the retail prices index for September. This is due to show inflation rising at an annual rate of 4 per cent, a sharp fall

from August's 4.7 per cent.

Mr Simon Briscoe, economist at Greenwell Montagu, said the data showed that "despite the supposed return of consumer confidence, consumers are not confident enough to take on credit."

Although this comparison is distorted by the rush to beat the rise in value added tax announced in the budget, economists said the figures reflected the impact of rising unemployment on consumption and the lagging effect of cuts in interest rates on borrowing. The figures did not raise hopes of an early cut in interest rates. Mr Briscoe said a cut this week would appear "overtly political", given that a general election is not to be held until next year.

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TECHNOLOGY

Bar-codes make the headlines

The last UK national newspapers to be printed without bar-codes fell into line last month at the end of a successful muscle-flexing campaign by Tesco, the supermarket retailer.

The Financial Times joined the other quality papers in September when it began printing a 15-digit code at the bottom left-hand side of the front page.

The move comes after what many circulation directors perceive to be rapidly increasing pressure from retailers to print bar-codes or face a refusal to stock the papers.

Tesco says it has not taken its threat that far. Nevertheless, it has been a leading advocate of bar-codes and has lobbied newspapers hard to bring them into line with other items on sale in its stores.

Paul Nutter, Tesco's assistant bar-code manager, estimates that using bar-code readers at the check-out is about 10 per cent faster than keying in the price of papers by hand.

However, the company's main reason for insisting on bar-codes is automated stock control. The unique code allows each store to keep precise tabs on how many papers are sold, at what time and when new quantities need to be ordered.

The Evening Standard has been printing bar-codes since the beginning of the year, but with its own aims in mind. It scans every unsold, returned copy of the paper. It can use the statistics to calculate how many copies of each edition of the paper were sold in its distribution regions, within one day of publication.

Most tabloids had bar-codes - on their back page - long before the quality papers. The first, on the Daily Mirror, appeared in June 1989.

Broadsheets resisted longer, partly because they are forced to sacrifice valuable front page editorial space. Shop assistants would otherwise have to waste time unfolding each paper to find the bar-code.

But few readers appear to have been disturbed by bar-codes on their newspapers. It seems that they are becoming a universally accepted symbol on retail goods.

Andrew Jack

Yesterday's announcement that Unisys, the US computer company, is to close its plant at Livingston in Scotland next year making nearly 700 people redundant is the worst news Silicon Glen, as the Scottish electronics industry is called, has had for several years.

The plant is the victim of a worldwide retrenchment by Unisys which is shedding 10,000 jobs. But it was at risk because demand for the equipment it makes for handling cheques and paper in the banking industry is declining as paperless transactions take over.

But for Scotland it raises old questions about the permanence of investments by multinationals in Silicon Glen. It will be seen by some as a harbinger of further job losses and closures as the US computer industry goes through turmoil, with companies such as Digital Equipment and National Semiconductor reporting falling profits and making restructuring provisions.

Scotland is particularly vulnerable because about 40 per cent of the 47,000 people who worked in Silicon Glen last year were employed by US companies. Some 60 per cent of the foreign-owned electronics plants in Scotland are US-owned.

A sustained run of expansion, beginning in 1987, had already almost come to an end in Silicon Glen. Its total output last year was static after 10 years of growing at an average of 14 per cent a year.

For example Compaq, the US personal computer company which grew hugely in the late 1980s, filled up the superb site at Erskine near Glasgow on which it only began manufacturing in January 1988. A year ago it doubled the size of its plant to 330,000 square feet. But there is no talk of further expansion.

"The current quarter will be very busy and so will the next quarter. Further ahead than that I can't say," says Ronnie Gillilan at the plant. "We have to be very careful about keeping the headcount under control and holding down costs. We don't want to get ahead of ourselves."

About 25 miles away at Irvine, Conner Peripherals, the fast-growing US disk drive maker, employs 420 people in a plant which started from scratch only in June 1990. But it says it is waiting for signs of an upturn in the European computer market before going ahead with building a purpose-

James Buxton on Scotland's electronics industry in the wake of 700 redundancies at Unisys

Scotch mist in Silicon Glen

built plant which it said early last year could eventually employ 1,500 people.

In Edinburgh GEC Ferranti, the British defence electronics company, is shedding 657 people from its Scottish workforce of 4,800 in a further wave of redundancies and early retirement. Two years ago it employed nearly 7,000.

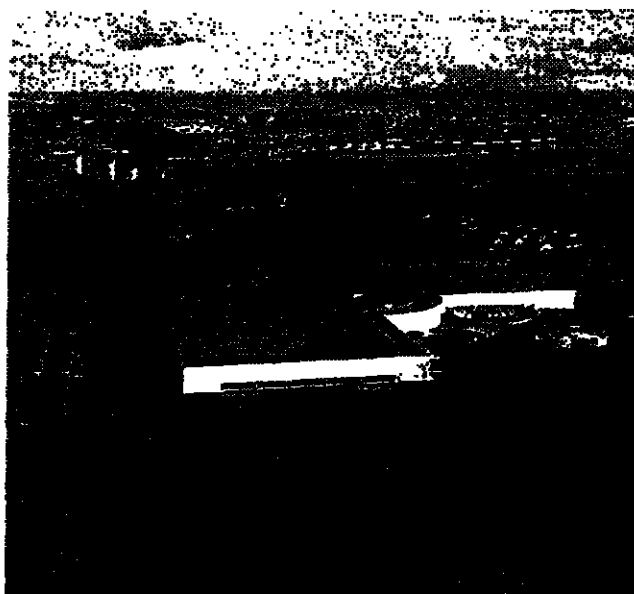
While the defence electronics industry, which made up nearly 25 per cent of the 47,000 strong workforce of the Scottish electronics industry in 1990, is a victim of the ending of the cold war, data processing equipment makers and their suppliers are facing flat-trending demand in European and overseas markets.

But until last August there had been no big closures of foreign-owned plants since the ailing Wang shut its Stirling facility in mid-1989. (Compaq took it over as a repair and spares operation and now employs slightly more people there than the 240 who Wang made redundant.)

However in August the US company Seagate closed its disk drive repair plant at East Kilbride with the loss of 220 jobs. On the same day Rodime, a disk drive maker, put its manufacturing operations, which had been moved to Singapore, into receivership, making 70 people redundant at Glenrothes.

Rodime was that rare thing - a Scottish-based company which had spun out of a multinational (Burroughs, the forerunner of Unisys). It produced the world's first 3.5-inch disk drive. But it never succeeded in manufacturing successfully and had not made an annual profit since 1988.

Compaq was only one of a new wave of large companies setting up plants in Scotland in the late 1980s, adding to an industry which already had most of the main US electronics companies, led by International Business Machines at Greenock which is this year celebrating its 40th anniversary. Inward investment pro-



Compaq's first manufacturing plant at Erskine, near Glasgow

jects announced by electronics companies totalled £52.3m in 1988-89, £72m in 1989-90 and £50m in 1990-91.

Only last year Sun Microsystems, the US workstation maker, opened a plant at Linlithgow near Edinburgh and Motorola is building a large facility at Easter Inch, West Lothian, to make mobile telecommunications equipment.

Although most new investment is from the US, whose companies accounted for 40 per cent of employment in Silicon Glen in 1989, Japanese companies have begun arriving in greater numbers. JVC has a plant making televisions and computer monitors at East Kilbride and Oki set up a printer plant in Cambusnash.

The original equipment manufacturers (OEMs) plants have been matched by a string of smaller operations established by US and Far Eastern component makers, anxious to get into the EC before the completion of the single market in 1992. The range of products available in Silicon Glen is probably greater than ever.

International in personal computer assembly and satellite receivers. In 1988 some 39 of the 50 Scottish-based companies employed fewer than 100 people.

Ex-SDA staff admit now that the critical mass theory was probably a fallacy: branch manufacturing plants do not usually employ people who know enough about the whole business to spin off, while product designers and purchasing directors based in the US or the Far East usually need strong reasons for specifying components which happen to be made close to the Scottish plant.

David Simpson, who returned to Scotland a few years ago after a successful career with electronics companies in the US, believes that the Scottish branch plants of multinationals are at risk in any shake-out in the US because most of them lack research and development operations.

By this yardstick one of the strongest Scottish plants is NCR whose facility at Dundee is responsible for the design and marketing as well as production of NCR's automated teller machines, in which it is the world leader. Another plant which carries out significant R&D is Hewlett-Packard at South Queensferry operating in telecommunications.

In the data processing sector Digital's plant at Ayr, which produces workstations and personal computers, as well as integrated circuits, recently developed, built and marketed a successful new workstation product. But in many other plants R&D may not amount to more than adapting products for different markets.

Alastair Macpherson, who formerly ran the SDA's electronics division before setting up his own electronics consultancy, says that US companies are vulnerable as PCs increasingly become a commodity product and as OEMs gradually lose their grip through proprietary operating systems. They may not be able to continue charging premium prices for their products in the face of low-cost Far Eastern competition and could find their elaborate structures hard to rationalise.

If Macpherson's analysis is right there may not be great deal Scotland can do about it. "The obstacle to finding a remedy for these problems is that the decisions on what happens in Scottish plants are not usually taken in Scotland," he says.

Getting to grips with security

By Alan Cane

Human nature demands that rule-breakers are seen as more fun than rule-makers. When a hacker breaks into a computer system and causes havoc it makes headlines; secure computer systems rarely excite the same attention.

In some ways this is a pity, because computer security is one of those dull topics which is going to claim progressively more of senior managers' time and energy as computers become dispersed through organisations.

Computer systems are feeble things at the best of times, prone to collapse when asked to do anything very complicated and apt to lose valuable information at the press of a keystroke. Add threats from a determined hacker and it is easy to see why managers have sleepless nights worrying about the integrity of their company data.

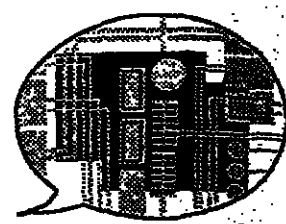
What is clearly needed is a set of standard security measures that can be used easily by business computer users, each with its own "Kitemark" of confidence.

As the European Security Forum puts it: "Such a scheme could be of substantial benefit to commercial organisations. Users would have a common and authoritative yardstick for assessing the security of IT products and systems; and IT suppliers would be encouraged to improve the security features of their products and systems by having a common standard to work to."

The European Security Forum is a lobby of Europe-based companies including, for example, BP of the UK and RWE of Germany, co-ordinated by the management consultancy Coopers & Lybrand.

There has been some progress in the direction of standard security measures, but it has been slow. In 1983 the US Department of Defence issued the "Orange Book", a set of protocols which defined levels of security and how they could be achieved. It was of limited use to commercial users, however, because of its predominantly military orientation.

Six years later, the UK, Germany, the Netherlands and France agreed to collaborate in the "Itsec Initiative", an



TECHNICALLY SPEAKING

attempt to develop security evaluation criteria that could be applied to both government and commercial computing. At the time, it raised a small cloud of complaints from US computer suppliers who feared it could be used as a form of trade barrier.

The initiative has now been taken over by the European Commission, which is anxious to extend it to the whole Community.

Itsec, however, falls short of what is needed. Alan Stanley of Coopers & Lybrand says that, on the basis of a canvass of Forum members, the criteria do not meet commercial users' needs.

The initiative was government sponsored and carried out by individuals with a background in military security. As a result, the final initiative is a paler shade of orange rather than a distinctively commercial hue.

It is, Forum members think, hard to grapple with. It is overly wordy, imprecise and poorly structured where it should be easy to understand, clearly documented and supported by appropriate training and software.

And human nature being what it is, Itsec could be ignored. The result would be increased costs for users, because of a plethora of non-standard solutions, while Europe will lose impetus in one of the few areas of IT where it has taken a sensible initiative.

Europe's computer users are starting to find their voice, as evidenced by their attempts to sway the Commission on the recent draft directive on software protection. On security, they will have to shout loud and strong if they are to bend the rule to their own needs.

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MANAGEMENT: The Growing Business

Tailor-made for home delivery by mail order

By Charles Batchelor

Over the past 10 years, James Meade, a former major in the Coldstream Guards, has sold high class shirts initially from his home in Fulham, then from a railway arch in Brixton and, most recently, from a 20,000 square foot warehouse in Andover, Hampshire.

At first sight these are unusual and unprepossessing locations for a company seeking to exploit the upmarket image of Jermyn Street tailoring, though at considerably less than Jermyn Street prices, Meade's success - sales of nearly £3m in 1990-91 - was the result of his decision to sell by mail-order.

His 60,000 customers and the further 140,000 people he regularly targets get their impression of Meade from his newspaper advertisements and his glossy mailings and not from a swanky location in the heart of London's West End.

Meade's decision to use mail-order meant he could keep costs to a minimum in the early vulnerable years. Many other small firms have discovered that mail-order gives them a great deal of operational freedom when funds and management time are at a premium.

This appears to contrast markedly with the malaise which has affected many of the large British mail-order companies. Although 20m people still spend £4bn a year on mail-order purchases, competition from conventional retailers reduced its share of the total retail market from 3.5 per cent in 1987 to 3 per cent in 1989.

Small firms differ in using mail-order simply as a means of distributing the goods that they themselves manufacture, rather than as a business in itself. And while most large mail-order companies produce thick catalogues offering a broad range of products, small firms tend to supply one or two products or at most a small range of specialist items.

In contrast with the generally downmarket image of mail-order, small companies frequently produce more specialised upmarket products. "It must not be a product you can buy on every high street," says

James Meade. "There needs to be enough margin in the product to make it worthwhile to process the order. There must also be the potential for repeat sales because the cost of advertising is so high."

Modern packaging technology and improvements in the service offered by both the Royal Mail and private couriers means there are few products which cannot be sold by mail-order. Michelle Berrydale-Johnson sends her Berrydales tortoise ice cream around the country by mail with only the occasional sticky mishap.

Berrydale-Johnson says she is happy to supply customers in far-flung places, many of whom are allergic to dairy products, though the relatively low value of each order means it is expensive both for her and the customer.

But if the product is sufficiently costly and meets the other criteria there are considerable advantages to be gained from selling by mail-order.

A company can avoid the considerable cost of buying or renting retail property. Cosmetics - la Carte has two shops - in London's Covent Garden and Belgrave - but it also has 13 independent make-up artists demonstrating and taking orders for its products around the country.

CALC, which has seven full-time staff and annual sales of £260,000 (a quarter through mail-order) considered opening extra retail outlets and franchising its formula on the lines of Body Shop, the successful health and beauty chain, but rejected this as being too expensive. It now takes orders through its self-employed make-up artists or directly on the phone and sends off the parcel on the same day, says Lynne Sanders, a joint founder.

The business can sell to customers who would otherwise live too far away to visit its premises. Charlotte Smallman, who runs two shops, Frog Hollow and Frog Frolics, selling toys, gifts and party items, in west London, says she could not survive on the basis of passing trade alone.

"We realised there was a huge untapped market," she says. "We now have customers throughout the UK and all

over the world."

Mail-order cuts out the intermediaries such as distributors and retailers who would otherwise take a slice of profits. It also ensures a healthy cash-flow if the supplier insists on payment with the order.

It allows the small business owner to choose where he or she wants to locate the business to fit in with personal preference or family commitments. Meg Rivers at first thought that she would sell her home-made fruit cakes through delicatessens but frequent sales trips took her away from her three children.

A consultant recommended that she concentrate on building up sales by mail-order and Meg Rivers Cakes now sells £130,000 worth of fruit cakes a year from its bakery in Tysoe, near Stratford-upon-Avon.

Rivers believes that by a more professional use of direct marketing techniques she can increase sales to £250,000-£300,000. She is looking to employ a marketing consultant to double the size of her present mailing list of 7,500 people. 30 per cent of whom have actually bought her cakes.

Running a successful mail-order business depends to a large degree on how professionally the company can market itself to prospective customers. Since there is no shop-front the business must rely on advertising and on mail shots.

Biopharm (UK) supplies customers around the world with leeches and biochemical products from its base at Hendy, Dyfed. Roy Sawyer, managing director, has built up lists of clients and potential clients over the years from regular visits to international medical conferences.

His company now regularly keeps in touch with 400 hospitals around the world. Biopharm mails leaflets explaining new products and enclosing a reply-paid coupon for its catalogue.

For companies in very specialised areas may be able to build up a mailing list from their existing customers and from professional contacts but others, like Meg Rivers Cakes,



James Meade swaps his mailing list

may need to expand their market. This can be achieved by swapping, renting or buying mailing lists from companies in related fields or from professional list brokers.

James Meade swaps his mailing list with companies which sell fishing tackle and porcelain. Buying, or more usually renting a list (for once-only use), becomes expensive with a list of UK customers costing between £25 and £250 per 1,000 names, according to Marley, a list broker.

Once a company has established a mailing list it will need to devote a considerable effort to "cleaning" it, removing the names of people who never buy or who change addresses.

And once a company starts to build up a mailing list it must start to take account of issues such as the Mail Preference Service, which allows people to have their names removed from lists, and the Data Protection Act, which grants access to personal information on data-bases.

Although mail-order and direct mail marketing can be an effective way of doing business, they do impose costs and demands on a small business. James Meade spends large sums on advertising and calculates that his total marketing costs are 30 per cent of his

turnover. "It is a constant effort to maintain our mailing list," he comments.

Operating by mail-order also means that the company does not have direct contact with its customers. For many, though, this does not appear to be a major problem. Women are quite happy to discuss and take advice about the most suitable cosmetics over the telephone, says Lynne Sanders.

The proliferation of courier services has reduced the business customer's dependence on the post office but mail-order businesses are still acutely aware of their vulnerability to a postal strike.

Perhaps the biggest drawback of mail-order is at the same time its great attraction: the low barrier to entry. "It is so easy for people to copy your idea," says Meade. "You need to create barriers by building up your volume and your list of names and addresses and by streamlining your operations to reduce the cost of processing orders. That is hard, though."

Useful reading: *Marketing without Frontiers: A Guide to International Direct Marketing* Royal Mail International, 53 Grosvenor Gardens, London SW1W 0AA. 172 pages. Free. Do-It-Yourself Advertising by Roy Brewer. Kogan Page. 124 pages. £7.99.

Scanning the horizon

Charles Batchelor on the need for planning

Only a quarter of business owners plan the future of their company for more than 12 months ahead, according to a survey of owner-managed businesses by accountants Touche Ross. And even those businesses that do rarely commit their plans to paper or identify any action that needs to be taken.

There is clearly considerable scope for many businesses to improve the usefulness and effectiveness of their planning procedures, the authors concluded. Twenty-five companies took part in the survey. Eighty-five per cent had turnover of less than £10m and 79 per cent were more than 10 years old.

Widely differing views were found on the meaning of the term "business planning". Forty per cent of those surveyed, mainly smaller businesses, produced short-term budget forecasts only. Other, larger firms, took a longer term view and considered wider issues.

Less than half the companies surveyed considered that Europe was relevant to their business and only 36 per cent identified the single European market as an issue in their planning process.

Touche Ross recommended greater formality in drawing up business plans because:

● It means all aspects are considered.
● It can help create a team effort.
● It avoids the dangers of inconsistency since plans may

system and management structures.
Contact Philippa Harding, Grant Thornton, Grant Thornton House, Melton Street, Euston Square, London NW1. Tel 071 383 5821.

● Middle and senior managers involved in developing small businesses in 13 developing countries are taking part in courses aimed to help them promote enterprise at Durham University Business School (DUBS).

Twenty-seven participants, of whom 16 are women, are taking part in the two 10-week courses, one of which focuses on the special needs of women in business.

A participant on one of last year's courses at the school has since made progress in turning auditors into small business counsellors in Vanuatu in the South Pacific, DUBS said.

Small and medium-sized companies in the building and civil engineering sectors should be able to qualify for BS5750, a widely-adopted quality assurance standard, in a little over 12 months, under a new training scheme launched by the Construction Industry Training Board (CITB).

The scheme comprises half and full-day introductory courses, costing from £50 plus VAT, on how to understand quality management systems through to a one-year series of practical workshops and advisory days. Participants will be required to join quality clubs

otherwise change on an almost daily basis depending on when and short-term circumstances.

Ninety-two per cent of the companies surveyed said they used forward planning to set budgets for the year though only 36 per cent said they documented their planning. Only 24 per cent documented their planning beyond one year.

Nearly three-quarters said that the owner's personal needs were addressed in the planning process. It is essential for the success of the owner-managed business that the desires of the owners and the direction of the business are compatible, the survey noted.

Readers' Survey, Business Planning, 16 pages. £5. From Steve Blandell, Touche Ross. Tel 071 536 3000.

of up to 15 members to share their experiences. The cost is £1,385 plus VAT.

Contact CITB, 24 West Smithfield, London EC2A 9JA. Tel 071 489 1662.

The Department of Industry will hold a roadshow in London on October 15 aimed at publishing the advantages of its Enterprise Initiative for travel agency businesses.

The initiative meets half the cost of management consultancy help to small firms. The roadshow will enable firms to have an initial discussion with DTI staff and representatives from two consultancies specialising in the travel business, about any problems they may have in the fields of marketing, business planning, financial and management information systems and quality.

The roadshow will be held at RSA, 8 John Adam Street (off the Strand) between 2pm and 8pm. No appointment is needed.

Business stationery is an expensive overhead, particularly if the company fails to provide its printer with all the information it is required by law to include on letters and invoices.

All business letters and order forms must include the precise company name, its registered number, the address of its registered office and the place of registration. Invoices must also include the VAT registration number, accountants' Moors Rowland advise in their latest Newsletter.

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A prominent Public Company is developing its small jobbing foundry which produces quality castings including high alloys up to two tonnes in weight incorporating electric melting. The Directors would be interested in having discussions with other similar foundries or engineering companies seeking development through joint venture partners, in order that efficiency and technical progress may advance at a faster rate to meet competitive conditions in a future year.

Write Box H9097, Financial Times, One Southwark Bridge, London SE1 9HL.

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12/13 OCT. 10.30 am - 6.00 pm

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Invest in sub-tropical island on TENERIFE - all year trading Port of Hotel, Discos, Time-share complexes, Bars and Restaurants, etc. Tenerife based Director in attendance. Details call DUNFORD INTERNATIONAL (UK) 10 Castle Grove, Hove, Sussex, BN1 1AA. Tel: 01323 776 071

Investment required for media related enterprises: TV, Cinema, Books, Comics, Music etc. After 18 months research and development our Worldwide Potential Multi Million Pound marketing opportunity available NOW! For details contact: Chris Hine, Ref ENVIRO MEN, Baker Tilly, Chartered Accountants, Brunel House, Lincoln Square, Manchester M2 3BL. Tel: 061-634 5777.

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MAJOR INFORMATION

FAX: 071 629 1768

DOES YOUR COMPANY NEED FINANCE?

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- Refinancing/Restructuring
- Working Capital
- Other Funding Purposes

Call Oscar Williams on 071-353 4212 or write to:

PCBS Ltd., Hamilton House, Victoria Embankment, London EC4Y 0EA

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An unquoted PLC with growing profits from engineering and manufacturing businesses has 2000 employees, a £40m turnover and a surplus capacity within a well equipped manufacturing area requires to purchase manufacturing businesses capable of being relocated to Cheltenham. Only businesses with an identifiable and proven and not in the category of sub-contractors will be considered.

Write Box H9074 Financial Times, One Southwark Bridge, London SE1 9HL.

TELETEXT

We are an information based telephone company that seeks new ways to grow our business. We wish to form a consortium to submit a bid for the public Teletext licence, which will be awarded by the Independent Television Commission by April 1992. Any organisation that wishes to join us to submit an application for this licence please write to: Box H9079, Financial Times, One Southwark Bridge, London SE1 9HL.

The directors accept responsibility for the contents of this advertisement, which has been approved by Ernst & Young, a firm authorised by the Institute of Chartered Accountants in England and Wales to carry out investment business.

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BUSINESS OPPORTUNITY IN THE ARABIAN GULF

An established education agency with good credibility is looking for a reputable joint venture partner. This is an opportunity for you to penetrate the Middle East market and expand your business.

For further information please fax Bahrain 010 973 243899

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Seeks joint venture partner with similar business to share existing expensive leased premises. Considerable investment in plant and equipment. Only businesses with an identifiable and proven and not in the category of sub-contractors will be considered.

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Well established company in niche market seeks disposal, merger or investment. The business needs critical mass by means of alliance or substantial growth from current turnover of £250,000.

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We are in contact with a substantial number of major PLC's in mergers and acquisitions who are constantly looking to acquire sound companies for cash, equity or earn-out deals.

We would be pleased to hear from controlling directors and principals of companies wishing to sell with minimum turnover £1 million and pre-tax profits £100k with no upper limits.
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We are interested in acquiring Retail Companies which:
• Have a turnover in excess of £1m.
• Are located in the Southern half of the UK.
• Trade at the middle to upper market level.
• Are profitable or can be made profitable by identifiable expense cuts or gearing reduction.
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Construction Businesses

Required
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Country Club Limited

(In Administrative Receivership)

On the instructions of L.H. Garoff and I. Brown, Joint Administrative Receivers, Slaley Hall Golf and Country Club Limited.



Slaley Hall

Slaley Hall is situated 20 miles West of Newcastle upon Tyne, in the heart of Northumberland. Planning for this extensive development, substantial parts of which are largely completed, include:

- 140 bedroom luxury hotel and leisure club with separate self-contained staff and managers accommodation.
- 18 hole championship golf course with office and administration building.
- 40 Studio apartments
- 30 Timeshare lodges
- Outline planning for further 18 hole golf course
- 65 Holiday villas (not included in sale)

For further sales details please contact the sole agents Chesterton

Chesterton

091 232 8127

New England House Ridley Place

Newcastle upon Tyne NE1 8JW

071 499 0404

54 Brook Street London W1A 2BU

Charles Gardiner Limited
Expanded Sugar Products Limited

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- Processing capacity for 17,000 tons per annum of milk and compound chocolate
- Recently installed new plant and machinery c. £2m
- Solid customer base within the wholesale and retail sectors
- Annual turnover of £2.2 m with substantial capacity for growth
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For further information please contact The Joint Administrative Receivers:
Ipe Jacob and Vivian Bairstow

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The assets of

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(In Administrative Receivership)

The Joint Administrative Receivers, Ralph S. Preece and Gurpal S. Johal, offer for sale the following assets of Bedan Properties Limited:

2 Residential nursing homes, the main features are:

- 45 bed and 18 bed homes.
- Planning permission for further development.
- Modern facilities, fully equipped, comprising primarily single bedrooms.
- Currently fully occupied.
- Based in Leeds and Bradford.

Also for sale 2 freehold properties comprising 2,713 sq ft and 3,186 sq ft of office accommodation in West Yorkshire.

For further details, please contact Ralph S. Preece or Gurpal S. Johal, Joint Administrative Receivers or Sean Hale at the address below.

10-12 East Parade, Leeds LS1 2AJ. Tel: (0532) 439021. Fax: (0532) 445590.

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DRI International

Alan Butcher Associates Ltd

The Joint Administrative Receivers offer for sale as a going concern the business and assets of this company established for 25 years in classical building and consumer products.

- ◆ Design and manufacture of diversified range of glass fibre products.
- ◆ Client base includes European construction companies and local authorities.
- ◆ Turnover approximately £6m per annum.
- ◆ Order book for £1.6m.
- ◆ Qualified management team and skilled workforce.
- ◆ Four modern leasehold/freehold factories, totalling 60,000 sq. ft. in Salisbury, Wiltshire.

For further details please contact The Joint Administrative Receiver Raymond Hocking, FCCA at Stoy Hayward, 8 Baker Street, London W1M 1DA. Tel: 071-486 5888. Fax: 071-487 3686. Ref: 31/MJ/DWC.

STOY HAYWARD
Accountants and Business Advisers A member of Horwath International

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LEONARD CURTIS

BY ORDER OF THE JOINT ADMINISTRATIVE RECEIVERS
DAVID SWADEN FCA & DERMOT J POWER FCA
IN THE MATTER OF

BRUSH STROKES (CUMBRIA) LIMITED
T/A BRUSH STROKES

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- Unique Product. • Integrated and internal design and manufacturing system.
- Long Leasehold premises in Maryport, Cumbria (18,500 sq. ft.)
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Enquiries should be addressed to Colin Burke at:

Leonard Curtis and Partners, Chartered Accountants
Peter House, Oxford Street, Manchester, M1 5AB
Tel: 061 236 1955 Fax: 061 228 1929

By Order of the Joint Receivers Messrs A V Loucas ACA
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By Order of P. G. Hilt, Esq, ACA & P. J. Vollen, Esq, ACA
Joint Administrators of Sabre International Products Limited and Others

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High Quality Plant and Equipment formerly
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On Wednesday 16th and Thursday 17th October 1991
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Including:

DAY ONE - Medical Production Machines:

Automatic Needle Assembly Machines, Automatic Needle Packing Machines,
Syringe Barrel Pressing Machines, Prop Razor Assembly Line, Twin & Triple Truck
Wrapping Machines, Internal Transport, Office Furniture & Equipment, Stores
Racking, General Factory Equipment.

DAY TWO - Injection Moulding Machines:

Deming Plastic DC 140 (11) Model DC 175 (4) Model DC 80 (6) Bone Crown
Model 300 (4) Grinders, Dehumidifiers, Hot Air Dryer System.

Machines Tools JONES & SHIPMAN 540 Surface Grinders with p.d. ELS
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(Subject to remaining stock)

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On the instruction of Nigel Atkinson Esq.
Joint Administrative Receiver of Rinkfield
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- Coffee Bar and Betting Office
- Indoor Swimming Pool
- Leisure Centre
- Paraplegic Centre
- Numerous Outdoor Leisure Activities

The village offers considerable potential for business expansion, development and in particular Caravan Pitches subject to planning approval.

Freehold - Price Guide on application.
For further details please contact Paul Davey in the Nottingham Office of Christie & Co. on 0502-483100 or alternatively call Paddy Jeffries in the London Corporate and Acquisition Division on 071-486-4231.

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**Touche
Ross**

Dornier Machinery Company Limited

The Joint Administrative Receivers offer for sale the business and assets, and freehold premises, of Dornier Machinery Company Limited.

- International suppliers of quality reconditioned printing machinery
- Turnover (audited) year to April 1990 £16.1m
- Employs approximately 40 people
- Occupies freehold premises in South East London

For further information please contact the Joint Administrative Receivers, G.H. Hughes and A.R. Bloom, Ernst & Young, Becket House, 1 Lambeth Palace Road, London SE1 7EU. Tel: 071-931 4330. Fax: 071-928 1345. Telex: 885234.

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Dornier Web Ltd

The Joint Administrative Receivers offer for sale the business and assets of Dornier Web Ltd.

- Suppliers of quality reconditioned printing machinery
- Turnover (audited) year to April 1990 £6.4 million
- Employs approximately 18 people
- Occupies leasehold premises in Leeds

For further information please contact the Joint Administrative Receivers, A.R. Marlor and G.H. Hughes, Ernst & Young, Barclays House, 6 East Parade, Leeds LS1 1HA. Telephone: 0532-431221. Fax: 0532-442241. Telex: 557635.

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- Spain:** Refrigerated transport company, turn-over about £10m, good results, transport to all EEC countries.
- Spain:** Manufacturer of canned food (fruits + vegetables), excellent brand-products, one of the leading companies.
- Germany:** Distribution company of brand-food articles, full service regionwide in Germany (new eastern countries included), warehouses.

Further information: BISCOMP FAX No. +49 69 / 41 20 97

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Please contact Wyatts Chartered Accountants 10-12 Rickett St. London SW6 1CU 01-836 7980.

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16th Century stone property. Older World bar, restaurant and 9 en suite letting rooms. Large car park, landscaped gardens. Owners accommodation 3/4 bed luxury barn conversion.

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0272 741566

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Write to: 10077, Financial Times, One Southwark Bridge, London SE1 9LH.

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News Gallery Limited (in Administrative Receivership)

The Joint Administrative Receivers offer for sale as a going concern a well established chain of newsagents.

Offers will be considered either for the entire business or for individual shops.

Principal features include:

- Turnover approximately £5 million.
- Twenty two individual newsagents.
- Located in the Midlands and North West

For further information contact the Joint Administrative Receiver, John Wheatley, KPMG Peat Marwick, Peat House, 2 Cornwall Street, Birmingham, B3 2DL.

Tel: 021 233 1666. Fax: 021 233 4390.

KPMG Corporate Recovery

Furniture and Display Systems Manufacturer

The Joint Administrative Receivers offer for sale the businesses and assets of Panelflex Holdings PLC and subsidiary companies.

Principal features include:-

- Brand leaders - Brentcrest, Kpac, Panelflex
- Established Customer base
- Annual turnover in excess of £4.4 million
- Operating from modern freehold premises in North Manchester
- 70 Employees
- Substantial order book

For further details please contact Scott Martin, John Warren or Manu Mistry, Ernst & Young, Lowry House, 17 Marble Street, Manchester M2 3AW. Telephone: 061 953 9000. Fax: 061 834 7117.

ERNST & YOUNG

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FAIRMONT MANUFACTURING COMPANY LIMITED (IN ADMINISTRATIVE RECEIVERSHIP)

The Joint Administrative Receivers offer for sale the business and assets of the above company on a going concern basis.

The company is based in Fleetwood and is a manufacturer of food supplements, health products and pharmaceuticals.

- Turnover £2.0m
- 2 separate freehold properties totalling approximately 26,000 sq ft.
- Plant and machinery.
- Good customer base.

For further information please contact: James Gleave or Andrew Scholefield, Arthur Andersen & Co.

Bank House
9 Charlotte Street
Manchester M1 4EU.
Tel: 061-200 0302
Fax: 061-200 0343

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FINANCIAL TIMES
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ARTS

Dance Umbrella Gala

SADLER'S WELLS

As a prelude to the next four weeks of activity under the Dance Umbrella, a fund-raising gala on Sunday night offered a mass of good intentions and some intermittently good dancing and choreography.

The evening was notable in bringing Scottish Ballet for a long-overdue return to London, and for involving two other major troupes: Rambert and London Contemporary Dance.

It has to be said, though, that any evening which begins with LCDT in part of *Rikud* must prove a vexation to the spirit. The piece is satirical, brutalising its cast in dress (men and women alike wear charcoal frocks and thunderous boots) and in skill (the dancers stamp and race about like hyperactive tots), while the choreography (Liat Dror and Nir Ben Gal) commits similar mayhem on the Shostakovich piano quintet.

Scottish Ballet was burdened with something more tedious and unforgiving: Jiri Kylian's *Forgotten Land*. A prime example of Kylian's "Angst by numbers" choreography, it begins, of course, with the cast facing the back-cloth, and then involving themselves in torso-wrenching duets where anguish is heavily applied to Britten's *Sinfonia da requiem* (well played by the Purcell orchestra under Richard Horner).

The dancers of both companies looked fine; they showed a dedication over and above any call of duty in dealing with these tiresome exercises.

Before the excerpt from

Roughcut with which Rambert Dance Company closed the evening, we were offered the usual bran-tub selection of variously welcome items. There were two sets of brilliantly tapping feet. Shona Harper provided bravura clog-dancing, finishing with a cascade of beats that grew faster and disconcertingly faster. Tobias Tak tapped with a feathery skill, brushing in phrases of steps with the lightest, fleetest feet, and was accompanied by an admirable pianist, Maurice Horhut. Ashley Page's new duet for himself and Ann de Vos set classical ideas against the chaos of rock music. An over-long incident by Bill T Jones with Arthur Aviles was inexplicable on any terms save those of self-indulgence.

The truest and most rewarding matter of the evening came with another mass duet - part of Laurie Booth's *Spatial Decay II*. In this, Booth and Russell Maliphant are formidably matched. Movement curves and flashes and poses, is exchanged, answered and reshaped, the images having a calligraphic intensity and vitality of form. It is choreography and dancing born of a clear, powerful vision, and expressed on bodies of rare technical and psychic sensitivity. It demands to be seen. (Booth and Maliphant will be on view during the Umbrella season in a new piece). It demands to be filmed. It made the evening worthwhile.

Clement Crisp

Punishment without Revenge?

THE PLACE, WC1

I was first thunderstruck by this great play last year when the Gate Theatre gave it in its first English-language performance. The author is Lope de Vega, the Spanish contemporary of Shakespeare and one of the finest flowers of Spanish baroque art. When he wrote it, in 1632, he was 69; he wrote it at the end of his career.

It is a play on several levels. The plot is riveting: the language thrilling, the moral dilemmas acutely shown. The characters see themselves in the context of God, nature and the social system. As one character says, "the stage is a mirror; and this court of Ferrara, where the action occurs, brilliantly reflects the wider world." The translation, by Gwynne Edwards, is new. It differs in many important details (especially verification) from that heard at the Gate, avoids the latter's inconsistencies, and is quite as successful at communicating the fresh intensity of Lope's language.

The libertine Duke of Ferrara marries for political reasons; he still wants his bastard son, Federico, the apple of his eye, to inherit. But his young wife, Cassandra, and Federico fall reluctantly in love, and their flame is fanned by his rude neglect of her and his dotting trust in Federico. He leaves the realm in their hands and departs for the wars. When he returns, he is a reformed man (he has met the Pope), but his good intentions come too late.

When he discovers their adultery, he determines that they must die. He means this, however, to be not a cuckold's revenge but the law's punish-

ment; and he so manipulates the play that he is decided and committed by others.

The characters, in speaking of the paradoxes of their situation, use the full armoury of Renaissance thought. The rich smiles and metaphors that thicken at emotional climaxes are not there for pretentious sake, but to illustrate the refined, intelligent workings of the characters' minds under pressure. Federico, in first telling Cassandra of his love, talks of how he has deprived him of both God and self: "I am deprived of God, because you are my being." Then, in the final scenes, the language becomes more important, he has always remained the outsider. Familiar he may have been with the likes of Motherwell and Bazdotes, still and Kline, but any such familiarity was bred at the cultural distance the West Coast still maintains from the East. In short, although an abstract expressionist of consummate and precocious sophistication, he was never a member of The School of New York. Such distinctions, once set, are remarkably resilient.

To cap it all, in the mid 1950s he shifted from abstraction to figurative landscape, still life, figures in interiors, portraits and always back to the landscape, space and light of suburban San Francisco and the Bay. He then returned to abstraction through the long, slow processes of formal analysis, which he achieved by the late 1960s, and, in the monumental *Ocean Park* series, has continued with ever since. The

Alastair Macaulay



'Ingleside', 1963, by Richard Diebenkorn

An artist who walks alone

Richard Diebenkorn is one of the great figures of post-war American painting with a very real claim, Willem de Kooning notwithstanding, to be the best of them. Yet he is little known outside the US since he seldom shows abroad. The Venice Biennale of 1978, occasional small exhibitions and, in London, two dealers' shows in nearly 30 years (the last in 1973) is about the sum of it. The select retrospective of his work at the Whitechapel Gallery (Whitechapel High Street E1, until December 1, then on to Madrid and Frankfurt: sponsored by Skidmore, Owings & Merrill and Phoenix Electrical) is a testament of real interest and importance.

Even to American criticism, never notably reluctant to cherish its own, he has yet to be acknowledged at his true level. The reasons are hardly obscure. Diebenkorn is not yet 70 and is therefore seen as one of abstract expressionism's second wave. More important, he has always remained the outsider. Familiar he may have been with the likes of Motherwell and Bazdotes, still and Kline, but any such familiarity was bred at the cultural distance the West Coast still maintains from the East. In short, although an abstract expressionist of consummate and precocious sophistication, he was never a member of The School of New York. Such distinctions, once set, are remarkably resilient.

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opposition between the abstract and the figurative was ever more apparent than real but, to paraphrase Jones, such in-and-out running does upset the book.

But Diebenkorn has never been anything less than his own man. Expressionist on the one hand, formalist on the other, he has always been deep and serious in his consideration of modernism. We never sense in his own work anything of slack or easy indulgence or historicist, but always an emotional detachment and intelligent formal control.

The paradox is that as with all true art, such conspicuous absence of self-indulgence is the mark of a true authority and individuality as an artist. In his earlier work the practical influence of Bazdotes, early Rothko and, most of all, of Arshile Gorky, is clear enough. In the early 1950s we can detect something of Pollock, perhaps, and then, as the figurative takes over, rather more of Milton Avery. Clearest of all by the 1960s there is the acknowledgment of the enormous, all but overwhelming example of Matisse. And yet the artist remains true to himself in work that is uniquely and manifestly his own.

It is all of a piece, the product of the same unifying, albeit developing sensibility. The point of any proper retrospective is not that it should be exhaustive but comprehensive. It should represent the career in principle, that its apparent changes and contradictions may be resolved into a coherent whole. So it is here that through all the phases and changes in the work, both of form and content, certain qualities remain constant. The line, free and curvilinear at the outset remains as swift, firm and decisive as ever across the surface, for all that it is now emphatically straight and rectilinear. The paint too, though successively thin and thick and now again more light and transpar-

ent in its handling, has never been anything but richly subtle and effective, both in its working of the physical surface of the canvas, and in its formal statement of the imagery, abstract and figurative alike.

It is in this last respect that the work displays its most remarkable consistency. The emphatic horizontal, with its inescapable intimation of landscape, is ever present, evident as much in the earliest, circa 1950, as in the latest abstraction, an Ocean Park, of 1985. There too is the vertical that depends from it, giving the composition its classical stability. These two elements of composition lie naturally on the surface; but then there is a third, the diagonal, to speed eye and imagination, away and deep into the pictorial space. Such tricks of emphasis - horizontal, vertical or diagonal - may appear in particular cases as barely more than hints within the composition overall.

All come together no less in the landscapes, interiors and figure paintings of Diebenkorn's mid career, that build upon Matisse with so fresh an engagement. Successive planes across the top of the kitchen sink, or across the flat lap of a seated girl, take us into a deep space that is landscape in all but name. The convoluted water-pipe, the legs so distant, each of a seated woman, rest in essence quite as abstract as any of the overtly abstract, flattened *Ocean Parks* that they immediately precede and so clearly prefigure. Such is the truly contradictory nature of a beautiful and intriguing exhibition.

William Packer

Schubert and Weill

SYMPHONY HALL, BIRMINGHAM

A lot of other people have already told you about the acoustic triumph of the new Symphony Hall, and of course they are right. I encountered it for the first time on Saturday, in one of Simon Rattle's chamber programmes with his City of Birmingham Symphony Orchestra: Schubert's Ninth, the "Great" C major, followed by acrid Kurt Weill music-theatre.

For Schubert the famous acoustic doors above the platform were opened, bringing new resonance-cavities into play. Did that explain why the eight "celli and the (mere) quartet of double basses carried their due weight so well? Their underpinning was firm, often uncommonly lyrical, always substantial, but the music it carried was never submerged. In this hall, as every body reports, orchestral sound has both live immediacy and real-life depth, no less warmth than clarity.

Rattle gave us a confident, even-tempered account of the

score. A decisive start, slightly quicker than usual, for a coolly reasoned Allegro; then a fluent Andante (though the oboe's imagination wasn't stretched) and a rattling Scherzo, its line-endings delivered like crisp QEDs.

In the unstoppable Finale Rattle turned enough of the hurrying string-music into *mezzo voce* Mendelssohn to remove any sense of rising desperation. It sounded beautiful, as far as possible from romantic Expressionism or indeed post-Expressionist Weill.

For the Brecht-Weill *Mahagonny-Songspiel*, preceded by excerpts from *Happy End*, the acoustic doors were shut - the better, presumably, to secure a bright, up-front tone. But the "authentic" original combos were up on the platform with the singers, and sax and raunchy brass make fierce competition. In his *Happy End* songs Benjamin Luxon was driven to indistinguishable shouts, and Elise Ross spoke as much of "Surabaya Johnny" as

she sang. Since she was in good voice, it seemed a waste.

The *Mahagonny-Songspiel* came in the original German (except where Brecht slipped into his own curious English). In the dark, the translations in the programme were unreadable; and though "staging" the piece is always a problem Stephen Langridge's production - well-intentioned, not at all silly - was unreadable too. This cheerfully cynical piece is about the temptations of capitalism: I think Langridge meant his version to be about shiny Christmas gifts from the West seducing and then disappointing modern East Europeans, but one couldn't be sure. The designs were unappealing beyond the call of duty. The earlier singers were joined here by Ameral Gunson, Damon Evans, John Graham-Hall and Nicholas Folwell, who all made excellent impressions in difficult circumstances.

David Murray

Giulini's Verdi

ROYAL FESTIVAL HALL

For more than three decades Carlo Maria Giulini's collaborations with the Philharmonia Orchestra and Chorus on the Verdi Requiem have figured among London's greatest musical treasures. On Sunday the conductor, orchestra and chorus came together for the same purpose, assembling for the occasion an interesting quartet of young soloists. The time, however, the experience, aroused mixed feelings - admiration for the prowess of the executives mingled with a new regret that the fire seems to have gone out of the conductor's music-making.

It was a Requiem of embers, some of them warmly glowing, rather than flames. A man in his late 70s may be expected to spread the music out spaciouly, at leisurely tempos; the problem with Sunday's per-

formance was not slowness but ponderousness. In the movements of fire and brimstone the choral singing (well prepared and confident as ever) expanded to the limits of the hall's capacity, yet at the same time one sensed that the boundaries of the conductor's dramatic vision had contracted, even shrunk. The temptation to draw parallels with sounds and effects in *Forza, Don Carlos* and *Aida* was unusually small; the scent and heat of the theatre seemed far removed from this tame reading.

Many of the unique qualities remained: beautifully lyrical string and wind playing, their accompanying phrases wrapped close around the voices; full-toned but never hard-edged or deafening brass; an ability to "breathe" with

the singers. For those who never heard Giulini's Verdi Requiem at its peak, this concert will have afforded a noble experience. The soloists, not ideally balanced as a team, were the big-voiced, potentially superb dramatic soprano Sharon Sweet (a sometimes careless musician); the "salmine" but (after a nervous start) promising mezzo Petra Malakova; the tenor Vinson Cole, tenderly affecting in *mezzo voce*, overparted at climaxes; and the bass Carlo Colombara. It was the last-listed who provided the evening's most memorable moments - to hear a young Italian basso *cantante* in the classic mould, grand, dignified and powerful, has become an unfamiliar pleasure.

Max Loppert

A Bright Light Shining

THE BUSH THEATRE

A Bright Light Shining is David Ashton's first full length play. It is funny, improbable, and over-the-top.

Ten years ago, in a small Scottish village, Agnes had a miracle vision; an inundation of pilgrims swamped the community and swelled the locals' pockets. Agnes took her newly-sainted talents to America, but renounced her vision and has stayed away ever since. Ten years later she returns home and reveals that the vision was a hoax stage-managed by her boyfriend Peter to fill a gap in the miracle market.

There, waiting for her is Peter, a sharp, sardonic inn keeper and his brother George, a curd, fumbling postman full of useless trivia. Peter lives in uneasy equilibrium with Dooley, an Irish vagrant too late for the rush of pilgrims, a hopelessly disappointed believer. But Agnes then confesses that she *did* really have the vision; a bright light duly arrives to prove her true. This double-bluff tries to redeem a plot which starts in the Celtic twilight and ends up with 27.

Ashton is a fine TV and radio writer, sure of touch and sound of ear. But this play fails because it is really a fifty-minute TV idea (all image and mood) which at over two hours on stage outstays its welcome. His attention comes to rest somewhere between Ronnie Harwood's wonderful play about faith, J.J. Farris, and Bill Forsyth's sharp comedy about greedy Scots, *Local Hero*. If anything, the play supports Simone Weil's insight that a real hell is preferable to an imaginary paradise, but it never reaches that level of seriousness.

The issues are confused, neither acute enough about remote society nor probing enough about the nature of belief. Agnes at her most profound says, "I'm a Protestant, I'm not supposed to have visions." The play's strengths lie in its



Joanna Roth and Christopher Dunne

readiness to let its quick repartee come to rest on lightly-won insights: "Love is like a bucket of water with a hole in it; you can never pour in enough, and you always leave a wet trail," Ashton has a dry touch. "You're still beautiful," says George to Agnes, who replies "And you're still short-sighted."

In face of a plot which beggars belief, the actors have to work hard to round out their characters. Emma Bremner (George) and John Hannah (Peter) as the brawling brothers, both in love with Agnes, find space that makes their fraternal love-hate plausible; Joanna Roth as Agnes is difficult and egotist, more at home in the real world than this; and Christopher Dunne as Dooley the Irishman ("there's nothing so thirsty as a lapsed Catholic") gives the action a whimsical, faraway charm.

Andrew St George

INTERNATIONAL ARTS GUIDE

TODAY'S EVENTS

BRUSSELS

Monnaie 20.00 The Brussels Ring: Sylvain Cambreling conducts Das Rheingold, the opening night of Herbert Wernicke's new production. The cast includes Alan Held as Wotan, Hubert Delamoye as Loge, Livia Budai as Fricka, Franz-Josef Kapellmann as Alberich and Uwe Schönebeck as Mime. Tomorrow at 18.00: Die Walküre with Gary Bachlund as Siegmund, Ellen Shade as Sieglinde, Franz Ferdinand Nentwig as Wotan and Janis Martin as Brünnhilde. Fri: Siegfried with William Cochran in the title role and Victor Braun as the Wanderer. There are two further cycles over the next three weeks (219 6341).

Palais des Beaux Arts 20.00 The Berlioz Experience: tonight's concert by the London Classical Players under Roger Norrington focuses on music which influenced the young Berlioz, including symphonies by Haydn and Beethoven and extracts from operas by Spontini and Gluck sung by Isabelle Vernet. Tomorrow: Norrington conducts performances of Berlioz's overture Les Francs-juges and the Symphony

FRANKFURT

Alte Oper 20.00 Yoel Levi conducts the Atlanta Symphony Orchestra in Berlioz's Roman Carnival Overture, a suite from Prokofiev's Romeo and Juliet and Beethoven's Third Piano Concerto, with Bruno Leonardo Gelber. Tomorrow: Alfredo Kraus recital. Thurs: Viktor Tretiakov is conductor and violin soloist with the Moscow Chamber Orchestra. Fri: Neeme Järvi conducts the Gothenburg Symphony Orchestra (1940 400). Opernhaus The opera season opens on Fri with a new production of La traviata conducted by Silvio Varviso, with Margaret Marshall as Violetta (236061).

LONDON

Sadler's Wells 19.30 Phoenix Dance Company: the all-black troupe express their remarkable physicality in a new programme including Philip Taylor's Sacred Space, Neville Campbell's Heavy Metal and a work by Tom Jobe. Daily till Sat (071-278 8916). Covent Garden 17.00 Bernard Haitink conducts Götterdämmerung.

production of Götterdämmerung, with Gwyneth Jones as Brünnhilde, Rene Kollo as Siegfried, John Mitton as Hagen and Ekkehard Witschalla as Alberich. Tomorrow and Sat: Rigoletto. Thurs: Das Rheingold. Fri: Die Walküre (071-240 1066). Coliseum 19.30 Jonathan Miller's production of The Mikado, also tomorrow and Fri. Thurs and Sat: La Bohème (071-236 3161). Royal Festival Hall 19.30 Esa-Pekka Salonen conducts the Philharmonia Orchestra in Debussy's Rondes de Printemps, Stravinsky's Petrushka and Sibelius' Violin Concerto, with Chao-Liang Lin. Tomorrow: Arturo Tamayo conducts the BBC Symphony Orchestra in Haydn, Xenakis and Failla (071-628 8800). Queen Elizabeth Hall 19.45 Elgar Howarth conducts the London Sinfonietta in music by Harrison Birtwistle, Hans-Jürgen von Bose and Detlev Müller-Siemens. Fri: piano recital by Peter Katin (071-628 8800). Barbican 19.45 Gustav Kuhn conducts the English Chamber Orchestra in Haydn's The Creation, with Pamela Coburn and Josef Protschka. Tomorrow: Mitsuko Uchida plays two Mozart piano concertos. Thurs, Fri and Sat: Takemitsu festival. Sat: Victor Borge (071-638 8891).

NEW YORK

New York State Theater 20.00 New York stage premiere of Bernd Alois Zimmermann's Die Soldaten, staged by Rhoda Levine, designed by John Conklin and conducted by Christopher Keene. The cast is led by Lisa Saffer as Marie. Repeated Sat matinee. Thurs: The

Most Happy Fella. Fri: Bizet's Pearl Fishers. Sat evening: Madame Butterfly (870 5570). Avery Fisher Hall 19.30 Yuri Temirkanov conducts the New York Philharmonic Orchestra in Rimsky-Korsakov's Scheherazade and Rakhmaninov's Second Piano Concerto, with Eliza Virszadze. Thurs, Fri, Sat and next Tues: Tsimbalistov conducts Ravel and Stravinsky. Sun and next Wed: Christoph Eschenbach conducts the Bamberg Symphony Orchestra (875 5030). Alice Tully Hall 20.00 Song recital by Lucia Popp accompanied by Armen Guezelian, with music by Dvorak, Mahler, Wolf and Richard Strauss. Tomorrow and Sun in Avery Fisher Hall: Itzhak Perlman and Daniel Barenboim play Mozart violin sonatas (721-6500). Metropolitan Opera 20.00 James Levine conducts Idomeneo with a cast led by Anthony Rolfe-Johnson, Cheryl Studer and Anne-Sophie von Otter. Tomorrow: Un ballo in maschera (362 8000).

PARIS

Musée Garnier 19.30 Roy Goodman conducts the Hanover Band in Mendelssohn's complete music for A Midsummer Night's Dream. Thurs, Fri, Sat, Sun: Pas de deux extracts from the repertoire of the Opéra Ballet (4017 3535). Opéra Bastille 19.30 Myung-Whun Chung conducts Jean-Pierre Miquel's production of Idomeneo, with Thomas Moser in the title role, Inga Nielsen as Eliza and Nuccia Focile as Ila. Also Thurs and Sat

(4001 1618). Salle Pleyel 20.30 Michel Corboz conducts Mozart's arrangement of Handel's Messiah, with soloists including Catherine Duboc and Guy de Mey (4581 0630). Thurs and Fri: Emanuel Krivine conducts the Orchestre de Paris. Sat: Jacques Mercier conducts the Orchestre National d'Ile de France (4583 0788). Espace Saint-Nicolas des Champs 20.30 Festival d'Art Sacré: Beatrice Berastel conducts five Bach cantatas with Le Concert Royal and the Ensemble Vocal BWV (254 rue St Martin, metro Arts et Metiers, 4233 4300). Théâtre de la Ville 20.30 Chateaux en Espagne, new dance work by Michele Anne de Mey, repeated tomorrow, with an alternative programme on Fri and Sat (4274 2277).

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Christophe, on Fri (4015 0015). Atelier Shakespeare's Richard II is directed by Yves Gasc with a cast by Laurent Terzieff. Daily except Mon till Oct 27 (1 place Charles-Dullin, 18e, 4608 4924). Bouffes Parisiens Ornifle, Anouilh's bitter-sweet comedy about flaunting conventions, is directed by Patrice Leconte, with Jean-Claude Dreyfus in the title role. Daily except Mon (4 rue Montigny, 2e, 4296 6024).

STOCKHOLM

Konserthuset 19.30 Music by Schnittke, Lutoslawski, Ligeti and Ingvar Lidholm: the Konserthuset this week hosts a series of chamber and orchestral concerts focusing on four living composers. Tonight, the Tallis Quartet plays string quartets by Eliaeson, Lidholm and Schnittke. Tomorrow's programme includes string trio by Blomdahl and Schnittke, and works for cello and piano by Lutoslawski. On Thurs, Leif Segerstam conducts the Stockholm Philharmonic Orchestra in a programme including Lutoslawski's Chain II and Lars-Erik Larsson's Three Orchestral Pieces op. 48. On Sat at 12.30, Lidholm, Schnittke and Lutoslawski will discuss their work, followed at 15.00 by a concert including Ligeti's Atmospheres, Lidholm's Poessis and Schnittke's Peer Gynt Epilogue (248240). Royal Opera 19.30 Kenneth MacMillan's production of Romeo and Juliet, also Thurs. Tomorrow and Fri: Johann Gottlieb Naumann's Swedish opera Gustav Vasa (1786), with a cast led by Nicolai Gedda. Sat: Carmen (244130).

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- a joint FT/CNN production with a review of business stories
2300-2330 World Business Today
0100-0130 Moneyline
SATURDAY
Superchannel 2130-2200 (Tues) East Europe Report - weekly financial report from FTTV
2130-2200 (Wed) FT Business Weekly - the latest round-up of business news with James Bellini and Debbie Middleton.
2130-2200 (Thurs) Talking Heads
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Tuesday October 8 1991

Competition stirs the EC

THE ROW over the European Commission's decision last week to block the proposed bid by Aerospaciale de France and Alenia of Italy for the Canadian aircraft manufacturer de Havilland is a pleasantly ironic case of role reversal within the Community.

On the one hand we have the spectacle of leading French politicians attacking the Commission for oversteering the exercise of its increasingly substantial powers. On the other, the Commission's president Mr Jacques Delors has been attacking his compatriots for their schizophrenic attitude to Community institutions. Not for the first time it is clear that British reservations about the institutional arrangements of the EC are not unique. But the political fallout from the decision threatens to take on a nasty complexion. Was this the right deal to choose for the first attempt to block a takeover under the EC's year-old merger regulations?

At first sight the EC competition commissioner Sir Leon Brittan appears to have a powerful case. If the proposed takeover of de Havilland had been consummated, the enlarged grouping would have had 67 per cent of the European market for 40-70-seat commuter aircraft and 50 per cent of the world market. The logic behind the deal was all to do with market share. And the development costs over at this end of the market constitute a big deterrent to new entrants, as do the costs of establishing a marketing network.

Monopolistic threat

The monopolistic threat thus seems clear enough. There is no longer any obvious rescuer in the wings for de Havilland and every likelihood that there will be further casualties in a market where no one is making money. Among those likely to come under pressure to throw in the towel would be British Aerospace and Fokker of Holland, for which the consequences would almost certainly be more serious than for Aerospaciale and Alenia. Delivering de Havilland into the hands of two large state-owned groups would have been hard for any competition watchdog to justify when private sector

competitors in Europe stood to improve their market position after the demise of the Canadian company. Or, indeed, when the small regional airlines are the most obvious victims of the slump in air travel.

Yet in practice market shares have proved the poor guide to establishing the real state of competition. And there is no reason to believe that this is not the case with commuter aircraft. The French and Italian argue that Sir Leon has defined the market too narrowly. Equally important, developing countries tend to regard regional commuter aircraft as the logical point of entry to acquire the know-how to attack the wider aerospace market. The potential competition is therefore greater than the bare figures indicate.

Industrial policy

But that scarcely strengthens the case of the Italian and French governments. Their concern is less with potential weaknesses in Sir Leon Brittan's argument about competition than with industrial policy. They want a European champion at this end of the aircraft market. But for what? The *de Havilland* no longer exists: de Havilland's parent, Boeing, wants no more truck with commuter aircraft. Does the Community really want a European champion to smash the fledgling aircraft manufacturers of the Third World at considerable cost to the European taxpayer?

The problem is that the liberal and dirigiste tendencies within the Community are irreconcilably at odds here. And with slower growth in Europe the advocates of industrial policy are in the ascendant. Sir Leon scored a notable coup in persuading his fellow commissioners to back a bold judgement against the odds. But as long as competition policy remains wholly under the control of the Commission the battle is never won. It would help to devolve part of the Commission's monitoring role to an arms' length watchdog. But in the final analysis it is the Commission's industrial policy of its political dimension. Nor is the present French and Italian disengagement with Brussels likely to lead in that direction.

Paying for the party

THE NEWS that the Conservative party is the latest victim of the recession is unlikely to elicit widespread sympathy among hard-pressed businesses or those sweating to repay hefty mortgages. Yet figures published yesterday by the Labour party suggest that donations to the Conservatives from large companies have fallen in real terms as management seeks economies in a hostile climate. The Conservatives expect the cost of the coming election campaign to top the £9m spent in 1987, and will rattle the collecting tins around the boardrooms again.

Labour's finances are in no better state - and the disbursement of the general election until next year will add further strain for several months. However, the unions can be relied upon to empty their political funds into Labour's election coffers once battle is joined - they helped Labour find a war chest of £4.7m for the 1987 election.

This reliance on business and the unions to provide funds to underwrite the two main political parties has always been uncomfortable. It is easy to portray Labour as a pawn of its union paymasters, particularly because the unions get the preponderance of votes at the party conference in return for their money. The sight of Mr Ron Todd of the TGWU union holding up a block vote carrying twice the weight of all the votes of individual members put together does nothing for Labour's democratic credentials.

The countercharge - that the Conservatives are in the pockets of big business - lacks the proof of direct influence, since there are no block votes at the Tory conference. But Lord King's justification for withholding British Airways' normal donation this year "in view of a series of decisions by the government and their adverse effect on our business" suggests that at least one donor expected something in return.

Political donations

The potential for abuse, however, is mitigated by the requirement that companies and unions disclose political donations. The same cannot be said for donations from indi-

viduals or partnerships. And the Conservatives have alleged to receive donations from overseas, such as the £2m reportedly given by Greek shipping billionaire Mr John Latsis, or the sizeable gifts from two Hong Kong businessmen.

Smallest gifts

These overseas donations would be illegal in the US, where Greeks bearing gifts are as unacceptable as Moscow gold. The US also sets ceilings on donations to political campaigns and insists that all but the smallest gifts be declared. These measures have not been entirely successful because of the potential for evasion (what, for example, is a political donation?). However, the potential for abuse where political parties are funded by donations from individuals, companies and unions is clearly less when disclosure is the rule, and it should be adopted in the UK.

The alternative approach to cut political parties free of vested interests is state funding. This is widely adopted in other European countries, and was recommended for the UK in 1976 by the Houghton Report. Indeed, it already operates in the UK to a limited extent: parties represented in the European Parliament receive financial support from the EC; the main opposition parties in the UK parliament share the "Short money" to cover administrative costs; and there is free broadcasting time, a free postal delivery to voters in general elections and some other benefits in kind.

While funding for parties can make them more independent of vested interests, it cuts against the UK tradition that parties are voluntary bodies which should find their own funds. And the experience of countries which have introduced state funding is that it increases spending rather than replacing existing sources. Nor does there appear to be public support: a recent survey suggested that the majority would oppose such subsidies.

With the Conservatives against state funding of parties, there is unlikely to be the all-party support needed to introduce it in the near future. Disclosure for all donations over a suitable minimum is therefore pressing.

For the second time in three months the problems of the Soviet Union will dominate one of the great annual set piece meetings on the world economy.

Between July's Group of Seven summit in London and the annual meetings of the International Monetary Fund and World Bank, which get under way this week in Bangkok, the crisis enveloping the former communist superpower has intensified and threatens to run out of control.

When President Mikhail Gorbachev visited London and met the leaders of the US, Japan, Germany, France, Britain, Italy, Canada and the European Community, it was still possible to talk of a Soviet Union and to discuss, with some kind of plan in mind, the strategies for integrating this vast region into the world economy.

Since then, there has been August's failed coup. Although a victory for democracy, the economic consequences have been a chaotic breakdown of economic relations between the union and the republics, a deepening paralysis among policy-makers at all levels, a growing threat of hyperinflation, official talk of a drastic fall in Soviet gold reserves and fears of a foreign debt crisis.

Last weekend's signing of a special association agreement between the Soviet Union and the IMF may conceivably be the start of the necessary reform process that will turn what is left of the union and the republics into market-oriented economies.

But the west - acting through the IMF and World Bank - is taking a huge gamble on the capacity of the Soviet Union to reform itself with western know-how under the umbrella of the association agreement. With many observers drawing parallels between conditions in the Soviet Union and the economic collapse of Germany's ill-fated Weimar republic between the wars, only the brave expect that the international financial institutions or their western sponsors will emerge from the experiment without having to supply the Soviet Union with large-scale financial support. The huge problems posed by the economic crisis in the Soviet Union also threaten to change the character of the IMF and World Bank - bringing the two institutions more closely under the influence of the G7 countries and the US, their biggest shareholder, in particular.

"It is almost impossible to overestimate the difficulties that they [the Soviets] face in making change," says Mr Norman Lamont, Britain's chancellor of the exchequer. Officials in Washington say a top level US delegation, headed by Mr Nicholas Brady, the Treasury Secretary, and Mr Alan Greenspan, the chairman of the Federal Reserve Board, recently returned "horrified" at what they saw of economic conditions in the former Soviet Union.

The US economic policy-makers came back talking of inflation running at 3 per cent, 5 per cent or even 7 per cent per week. Mr Greenspan was reportedly asked if the US could supply special paper to make rouble bank notes because Soviet paper mills were unable to satisfy printing presses of Gorbachev, the Soviet central bank. An acquaintance of Mr David Mulford, the US Treasury under-secretary for international affairs, described how he saw him at a reception pacing back and forth "like a tiger in a cage", unable to disguise his deep concern over what he had seen.

ence without having to supply the Soviet Union with large-scale financial support. The huge problems posed by the economic crisis in the Soviet Union also threaten to change the character of the IMF and World Bank - bringing the two institutions more closely under the influence of the G7 countries and the US, their biggest shareholder, in particular.

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Defense de fumer

■ The rule that nobody is more anti-smoking than a newly recruited smoker applies to countries too. As witness France whose government is showing typical French rigour in its efforts to exorcise the country's bad reputation as one of Europe's smokiest.

It was only at the end of last year that parliament was persuaded to ban a ban on tobacco advertising from 1993. But already Health Minister Bruno Durieux is hatching a plan to ban smoking in cinemas, exhibitions, sports halls, food stores and universities, and to set strict curbs in restaurants, aircraft and long-distance trains.

The job of deciding whether to implement the plan whereby illegal smokers could be fined £20-£250 - belongs to Prime Minister Edith Cresson. Tobacco companies are predictably fuming, and perhaps because the no-advertising law drew scarcely a wisp of protest from the public, are out to convince her that the direct ban would be politically unhealthy. Philip Morris, for instance, has produced a survey suggesting that 77 per cent of French citizens think it unnecessary for the state to rule whether or not people can smoke in restaurants and such places. A notable absentee from the company lobbying, however, is Seita which makes Gauloises and Gitanes. The reason for its silence, of course, is that it is fully state-owned.

Hazy

■ While the French government is trying to clear the air, the Paris Bourse would seem to be putting up a bit of a smokescreen - and in the pink pages at that. Its advertisement in the FT's international news section yesterday posed three

The economic collapse of the Soviet Union is set to dominate the annual meeting of the IMF and World Bank. Peter Norman reports

A poor guest at the party

Symptomatic of the disarray is the continuing uncertainty over who will represent the Soviet Union or the republics in talks with the G7 nations tentatively scheduled for Friday and in the IMF's policy-making Interim Committee on Sunday, where the Soviet delegation is expected to speak.

That Russian will be spoken in the Interim Committee meeting shows how much the Soviet Union and its republics now want to integrate into the world economy. But many delegates will be asking whether the Soviet Union's problems should preoccupy the annual meetings of two organisations which exist for the benefit of the entire world economy and which until recently were held in contempt by Moscow.

The Soviet people face great difficulties, such as food shortages, this winter. But they are unlikely to match the hardships that have been faced in much of Africa for many years. In purely economic terms, the Soviet crisis almost certainly poses less of a threat to the world economy than a possible reversal of the present hesitant US recovery.

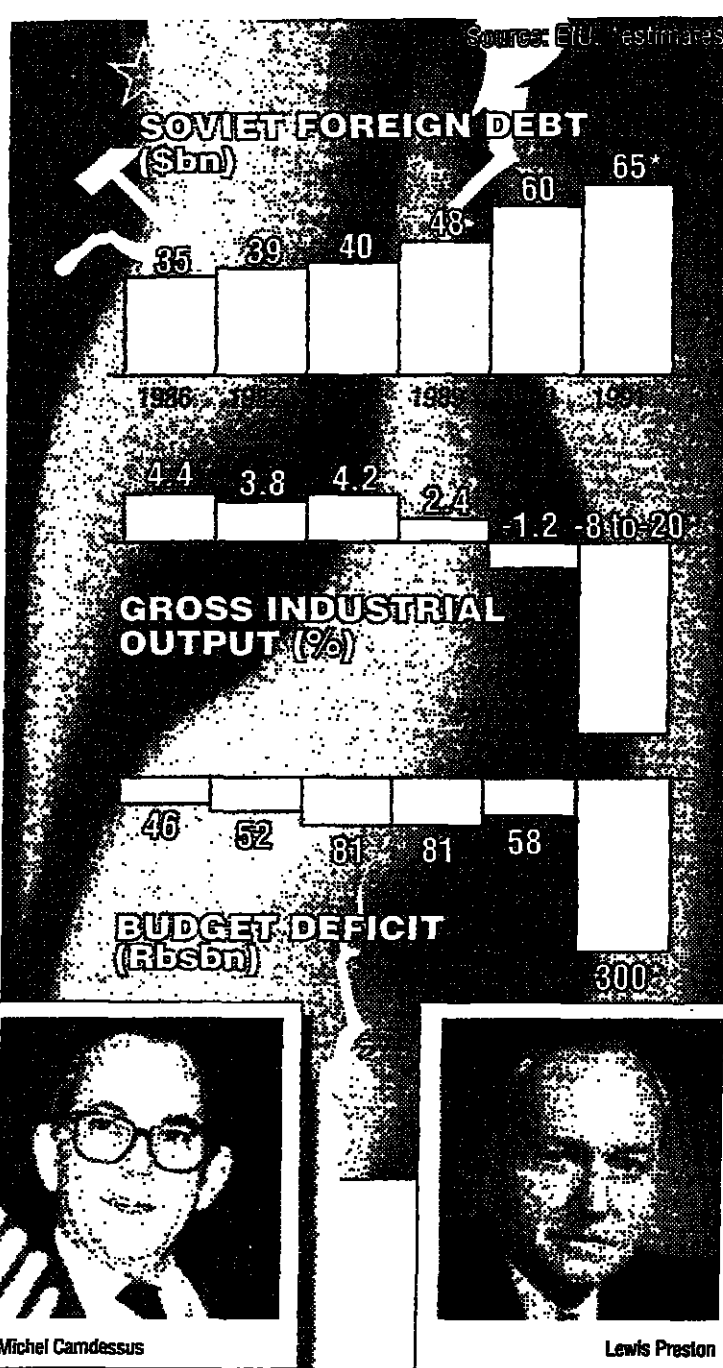
The region's share of world trade is small, the more so since the political liberation of eastern Europe and the collapse of the Comecon trading block have drastically cut trade with Moscow's former satellite states. It is impossible to make an accurate estimate of the size of the Soviet economy in the absence of reliable statistics, but it could turn out to be about the same size as that of the UK.

Nor according to Mr Horst Schulmann, managing director of the Washington-based Institute of International Finance (IIF), should the west lose much sleep over Soviet debt. His institute, which is owned by the world's big commercial banks, believes the Soviet Union has the "economic wherewithal" to service this year all debt contracted or guaranteed by Vneshekonombank, its foreign trade bank.

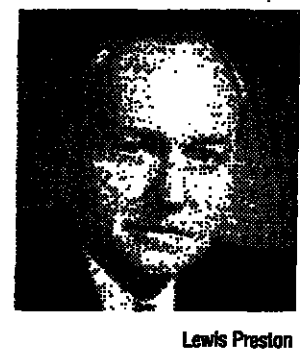
But whether or not the Soviet Union is economically capable of servicing its debt is of secondary importance. What mainly concerns the US and its G7 partners are the geo-political implications of the region's economic collapse. It is potentially the most dangerous form of superpower: in decline, possibly disintegrating, with nuclear weapons capable of destroying the world, a string of environmentally suspect nuclear power plants and large numbers of people - variously estimated at between 10m and 25m - who are potential emigrants. August's failed coup highlighted the political instability of the region. The threat of social unrest, engendered by economic hardship, remains.

The London summit demonstrated that the Soviet economic crisis had become a top-level problem for western nuclear power plants and large numbers of people - variously estimated at between 10m and 25m - who are potential emigrants. August's failed coup highlighted the political instability of the region. The threat of social unrest, engendered by economic hardship, remains.

Mr James Baker, the US Secretary of State, and Mr Brent Scowcroft, the



Michel Camdessus



Lewis Preston

head of the National Security Council, will be keeping a watchful eye over Mr Brady and his colleagues. Just as Mr John Major, the UK prime minister and current chairman of the G7 leaders' group, will be kept closely informed of the discussions by Mr Lamont.

For the moment, the general consensus among G7 finance ministries is that the Soviet Union is in no condition to receive a massive injection of financial assistance.

There is a willingness to provide food aid, once Soviet requirements are known. More important is the longer term objective of introducing the market economy, through technical assistance programmes under the auspices of the IMF. The US Treasury has also

said that the G7 would be prepared to discuss "in a constructive fashion" possible Soviet liquidity problems in connection with the servicing of its estimated \$80bn of foreign debt.

But Mr Mulford made clear last week that debt relief in the sense of reducing the Soviet Union's foreign debt is "not on anybody's agenda". For the Soviet Union to interrupt payments of its debt, declare a moratorium or request a rescheduling or restructuring would be very damaging, he insisted. Such action would destroy what remained of its credit standing with the international banking community and cut off official government credits.

The US Treasury team has been taking a stern line towards the Soviet

OBSERVER

questions, of which the middle one read: "Which European market lists more EC companies than any other?"

The answer, the ad implied, was Paris ahead of London, Amsterdam and Frankfurt. Not so, asserts the City of London Stock Exchange. Its most recent count shows that, when all European Community countries including both the UK and France are taken together, London lists 1,987 companies from the EC, whereas Paris lists only 521.

The source responds that what its question meant was "which European exchange lists most companies from the EC excluding those from the particular exchange's home country?" On that basis, with French companies omitted, Paris lists 74; London, net of UK companies, lists 80.

Anyone know the French for "Lies, damned lies and statistics"?

Floor price

■ Sign of the times: a "to let" board is going up outside a City of London office building offering space to let for the princely sum of £1 a square foot a year. The estate agent, Conrad Ebbitt, describes it as a "very special offer". "I am not looking for records, I'm looking for business," the agent groaned.

The building - 10 Bonhill Street, London EC2 - is hardly London's smartest address, although it is within a short walking distance of Liverpool Street. The 11,000 square feet of converted warehouse is being rented out for next to nothing in the hope that the occupier will cover rates and running costs for the next three years until the economic climate improves and it becomes profitable to rebuild.

Even this is not a record, however. In the London Docklands, which has an even



"The NHS is safe in our lips."

larger surplus of space than the City, one developer is offering to charge no rent at all for an office block for two years. Moreover the tenant has the right to move out when the two years are up, although it's hoped the charm of the area will lead to a renewal of the lease... at a profitable rent.

Publicity drive

■ "Honest" Ed Mirvish, Toronto's greatest (only?) showman, obviously has a sense of humour. The 77-year-old theatre owner and restaurateur cheerfully lost \$500,000 during the three years when Jonathan Miller ran the Old Vic, the London theatre that Mirvish bought in 1982.

Now he is putting on a little comedy drama of his own. On Sunday morning he will be shepherding a flock of sheep over London Bridge, one of the few privileges left to a Freeman of the City of London. Of course it is a stunt to draw attention to the new \$40m theatre that Mirvish is building in Toronto as a home

for the Canadian production of *Miss Saigon*.

Mirvish will do anything for his art. To attract publicity for the Old Vic in the early 1980s he had himself photographed enjoying one of the other privileges of a Freeman - being hanged (in his case symbolically) by a silken cord rather than a rope.

Fulsome

■ One would have thought that Peter Walker, the retiring Tory MP for Worcester, was both rich and independent enough not to have grovelled before the party leadership. Here he is, however, giving his assessment of John Major on the eve of the Tory conference in Blackpool.

"I believe he possesses the thoughtfulness of Harold Macmillan, with a similar desire to unite our country. He possesses the dignity and integrity of Alec Douglas-Home. He shares the visions of Ted Heath on Europe and his distaste of unemployment. I think that in a different way he will show the same enthusiasm and determination displayed by Margaret Thatcher. If we finish the century with such a prime minister, we will be blessed."

The words are from Walker's autobiography, *Staying Power*, published yesterday.

Two nations

■ A more intentional joke circulating in Blackpool concerns Tory MP David Fishburn when canvassing in his Kensington constituency.

His knock on one of the grander doors was answered by a butler who, on being asked how the household would vote, intoned: "Madam wants it to be known that she is somewhat disillusioned with the Conservatives."

"And you?", the MP said. "Ah well, giv, I'm with you all the way. Couldn't afford to be otherwise," came the reply.

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Mr Richard Darman, the director of the US Office of Management and Budget, has finally won the White House.

In a weekend television interview he conceded what many other administration officials have been loath to admit: that the much-heralded five-year \$500bn budget deficit reduction agreement with Congress is unravelling to the point where it will have to be renegotiated before the presidential election in November 1992.

Mr Darman laid down conditions to his offer, notably that a new budget deal must promote economic growth and continue to reduce the federal deficit. But the twin forces undermining the pact – pressure to cut defence spending combined with calls to stimulate the flagging US economy through a mix of tax and spending proposals – appear to be irresistible.

By far the most important driving force is the clamour among both Republicans and Democrats to cut America's \$300bn military budget – a direct result of the August revolution in Moscow. The failure of the coup and the resulting political and economic chaos challenged many of the premises that sustained US attitudes towards the Soviet threat.

Mr Bush's necessary military response for most of the post-second world war era. Suddenly, Democrats and Republicans have begun to scramble for the "peace dividend", the huge imagined savings from the defence budget which could be applied to America's pressing domestic needs in health, education and other social programmes. Ironically, Mr Bush may have contributed to these pressures.

The president's sweeping nuclear arms control proposals unveiled two weeks ago drew applause around the world; but from the point of view of his own Republican supporters on Capitol Hill, the timing could not have been worse. The offer came just as House and Senate negotiators were about to conclude their discussions on the fiscal 1992 defence budget.

Mr Bush's plans undercut conservatives who were holding the line to defend the president's favoured programmes: the MX multi-warhead missile, the B-2 Stealth bomber, and the "Star Wars" anti-missile defence system. Though confined to nuclear weapons, they cast fresh doubt on the Pentagon's five-year plan to reduce military spending in real terms by 3 per cent a year, and to cut the US armed forces by 25 per cent. Worse, President Bush said the cuts would not result in immediate savings.

US budget goes back on the block

Pressure to cut defence spending and stimulate growth appears irresistible, writes Lionel Barber

The sweeping, unilateral nature of Mr Bush's offer to Moscow seemed to confirm what many liberal Democrats had been arguing all summer: since war with the Soviet Union was no longer a realistic threat, it was safe to cut the defence budget even deeper.

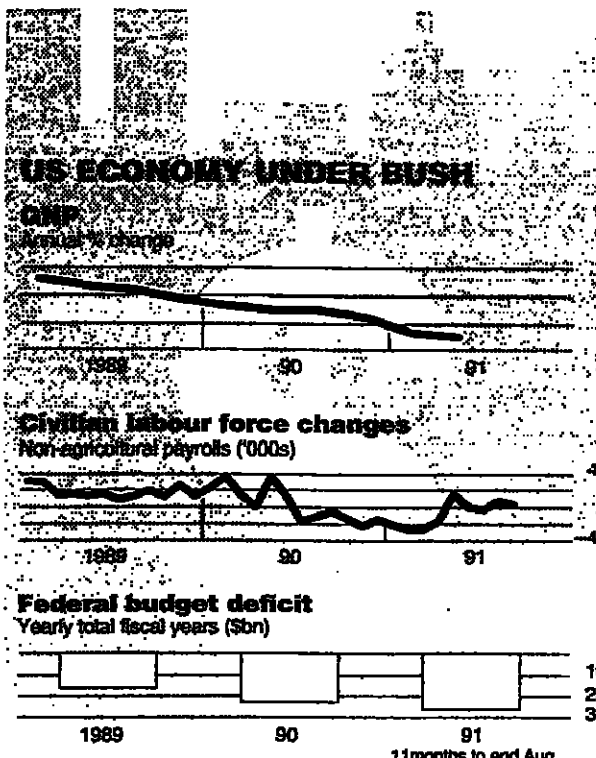
Mr Darman himself alluded to the pressure for further defence cuts during his TV interview on Sunday: "You can't have the radical changes we've seen in the Soviet Union and not expect there's going to be some adjustment in the defence budget. The president has already made a major move, and it will have some savings. With further adjustments, there may be more savings."

Yet these words, echoed throughout the administration and on Capitol Hill, conceal an even larger truth: the five-year budget agreement has proved too inflexible to deal with changed circumstances, especially when confronted with a Democratic Congress and a Republican administration, heading into an election year.

This is painful for Mr Darman, the chief architect of the budget pact; it is even more painful for Mr Bush, who once complained that he had sweated pints of blood in October 1990 by agreeing to raise taxes in exchange for the Democrats agreeing to strict spending curbs, all the time hoping the runaway federal deficit might finally be curbed.

The budget pact sets dollar ceilings for three broad categories of spending: defence, international (mostly foreign aid) and domestic. Mandatory spending, such as social security benefits, federal employees' pensions, and Medicare health benefits for poor people are exempt. At the same time, the agreement stipulates that any tax cuts require corresponding spending cuts; also, that funds cannot be shifted from one category to another.

From the Republican point of view, the budget agreement was unpalatable since it deprived the party of its "no



new taxes" pledge which helped it to win two presidential elections. But its chief merit was that it put the Democrats and their spending proposals into a straitjacket: if the Democrats wanted to increase spending, then compensatory cuts were required elsewhere.

The problem is that the budget pact has failed miserably to control the federal deficit which, by the administration's own admission, is expected to rise to more than \$345bn next fiscal year, starting this month. Just 20 months ago, Mr Darman predicted that the deficit in fiscal 1992 would be \$25.1bn.

Mr Darman's response is that the economic growth upon which he based his predictions has been wiped out, the victim of the crisis in the savings and loan industry and the unforeseen economic downturn caused by the Gulf war – or "Saddam's recession", as it is known in Washington.

But in a widely circulated review of Mr Darman's performance in last week's National Review magazine, Mr Warren Brookes, a columnist, accuses the budget director of ignoring "three fundamental lessons in Washington's fiscal history: first, that every tax increase will slow down the economy and revenue growth, making the deficit worse; second, that historically, every dollar of higher federal taxes has been accompanied by \$1.22 in higher spending; and third, that every budget summit, without exception, has produced higher deficits, not lower ones."

Even allowing for a little hyperbole, it seems safe to assert that some of Mr Brookes' sentiments are shared by the administration, particularly those staffers charged with planning for President Bush's re-election next year.

Increasingly, pressure is building up for a new "economic growth" package which would kick-start the economy and boost consumer confidence, and break the cycle of slow growth which has given

Mr Bush the worst economic record of any president since the second world war.

The difficulty is that any new package must be squared either by a change in the law approved both by the president and Congress, or with the enforcement provisions of the budget agreement. Here, the most obvious loophole is the clause which provides for the five-year agreement to be breached for emergencies.

Republicans in Congress already have their answer. Senator Phil Gramm, the conservative Texan who is likely to run for president in 1996, has put forward an Emergency Economic Growth Act which would include a cut in the top rate of capital gains tax to 19.6 per cent. It also includes provisions to transfer some of the defence savings into deficit reduction. Indeed, the administration view is that if the principle of "pay as you go", the cornerstone of the 1990 agreement, is upheld, then financial markets should be reassured about US discipline.

Although Mr Bush has spoken up for the Gramm bill, some of his advisers remain uncertain. Mr Nicholas Brady, US Treasury Secretary, frets about the fight over capital gains levelling the tax code. Mr Darman is reportedly worried about the Democrats reviving last year's demand for a trade-off of higher individual income tax rates. Meanwhile, there are reports of shouting matches at a recent Cabinet-level meeting at which Mr Jack Kemp, Housing Secretary, pressed hard for a "growth package".

Sensing these divisions and the American public's desire for a debate on domestic issues, the Democrats have come out of their shell. For the first time in years, the party has been able to talk about cuts in defence spending without being cast as soft on communism. Equally, voters appear to be responding to the kind of message which Senator George Mitchell, Senate majority leader, pumps out daily: President Bush can find money from the budget to deal with emergencies overseas but he remains unwilling to use it at home to help ordinary middle-class Americans. None of this should suggest that Mr Bush has lost his current status as favourite in next year's election; he still towers over the declared Democratic candidates. Yet the debate next year will at least be conducted on a more level playing field. Instead of relying on Gulf war parades, Mr Bush will have to talk about basic budget issues such as social programmes, middle-class tax relief and cuts in the deficit.

Joe Rogaly

Tories consumed



The Tories are boxed in, but not to a date. Their prison is in the mind. They are stuck with a perception of the individual as a consumer. This limiting notion colours all else. It draws a close boundary around the horizons of the Conservative intellect, and sets Mr John Major on a course from which he can hardly deviate between now and the election.

Compared with such a handicap the question of whether the contest is to be held in March, April, May, June or July of next year is secondary. The prime minister was reported in The Mail on Sunday to have remarked that the last possible date for an election was July 9, adding: "If I think it is appropriate to go to July 9, I will." Fine, but he is travelling towards the "appropriate" date encased in a steel box, running on iron wheels, with nobody around to change the signals.

This is not to say that socialism, a more ancient form of mental confinement, has some life left in it after all. Forget about socialism. It may come up in the children's history homework but you can look it up in the encyclopedia when it does. What contemporary politicians need to do is think through the implications of living in a post-socialist society. Last week in Brighton we saw the Labour party fumbling towards some attempt at an answer. It may not have known precisely what it was up to, but it struck a chord. This morning the Tory conference opened in Blackpool with not a hint of any recognition of the question.

Let me spell it out. We are all consumers – but we are also citizens. Most of us are producers. For a variety of reasons, some genuine, some spurious, some downright dishonest, Labour has managed to produce an election platform that touches all three elements in the individual psyche. The old producers' party remains beholden to the trade unions, which would certainly be rendering their invoices after a Labour victory, but that prospect has

been successfully, if no doubt temporarily, camouflaged. It is as producers that we are offered Labour's education and training slogan. A market-stall full of charters has been set up to proffer consumers' rights. Constitutional reform has been dangled before the citizen in its heart lies a tease on proportionate representation for the House of Commons whose promise would be consumed only if Labour had no other option.

I could find you a flaw in every one of these proposals. We all know that on close examination a number of them do not stand up at all. For election purposes, however, it is the overall impression that counts. As the weekend polls indicate, that impression is positive for Labour. The Conservatives therefore have a problem. They seem incapable of a flexible response. They are endemically suspicious of producers and unable to grasp the concept of citizenship.

This can be explained. Tories look to the disciplines. As to citizens, the Conservatives are not so much baffled as brain dead.

and opportunities of the market, expressed through consumers' purchases, to provide a climate in which producers can operate. That apart, Marxism was a producers' ideology, so Conservatives resist constructive debates about trade unions. The unions behaved like mindless thugs in the late 1970s. They were smashed during the 1980s. A little more smashing is required. End of thinking on that one. Again, Thatcherites have accepted rising unemployment with more equanimity than did their one-nation predecessors. It is an unavoidable concomitant of reducing inflation. Mr Major is good at expressing sympathy for the jobless, and I am sure he does so from a genuine sense of concern. That's it.

As to citizens, the Conservatives are not so much baffled as brain dead. Mr Major's Citizen's Charter may prove to be an excellent mechanism for

LETTERS

Manufacturing horizons must be long-term

From Mr P K V Shah, Bloomsbury Industrial Mouldings, Sandwich Industrial Estate, Ramsgate Road, Sandwich, Kent

Sir, I find it strange that Britain's lack of commitment to manufacturing is so prevalent within both the City and government. The latest rumours surrounding the break-up of British Aerospace give me great concern in that the City is only interested in generating fees for the merchant bankers, lawyers, accountants, consultants and analysts.

There is no real permanent wealth creation in acquisitions and mergers of these dimensions. Manufacturing is wealth creation in a long-term horizon. The fact that BAE performed badly in one year does not by itself mean anything. Manufacturers have to be given a long-term horizon and this BAE episode is just another example of the City's attachment to short-termism. No wonder British manufacturing is in such a sorry state. With friends like the government and the City, who needs enemies?

P K V Shah, Bloomsbury Industrial Mouldings, Sandwich Industrial Estate, Ramsgate Road, Sandwich, Kent

Notification

From Mr D R Mackness, MTM, Rudby Hall, Rudby, Yarm, Cleveland

Sir, Mr Neil Ostram's desire (Letters, September 28) for timely, accurate and freely available shareholder information is wholly supported and subscribed to by MTM. We were surprised, therefore, to read of his contention that an MTM director's share dealing was noted in the Weekend FT on September 13 "but not made public". In fact, in line with required practice, the transaction was announced to the Stock Exchange immediately on its completion Friday, September 17, and communicated to the press. D R Mackness, administration director, MTM.

Free market ethos could be disastrous for NHS

From Mr Bryn Glover, "Reforming the NHS" (October 4), was the triumph of ivory-towered idealism over practical reality. The greatest error being made is to expect the same forces that impose market discipline in markets that are notionally free to operate equally on a so-called internal market which is principally governed by centrally imposed cash limits – especially when the real, inflation-corrected and demographically corrected value of those cash limits has diminished year by year.

Whether competition in an open market produces efficiency is not at issue here but to operate competitively within national and regional rigid limits produces quite different consequences. Many products of the market ethos have emerged over the years – efficiency, built-in obsolescence, ability to declare bankruptcy, rationalisation – and may be acceptable in the world of consumer goods. But in health care, they would be disastrous, even individually fatal.

You accuse the Labour party of dishonesty and irresponsibility. Those are words that do not spring to mind as you dismiss and understate – the adverse effects of trusts as "teething problems" and glibly offer the toothless Citizen's Charter as a cure. These problems are not "teething", they are inherent; you should pay more heed to the views of all those intimately involved in the NHS, and be less ready to dismiss their concerns as self-interest. People who

choose underpaid careers in the NHS generally operate from different motives than greed and self-interest.

Both government and opposition accuse each other of dishonesty on the question of whether it is the Conservatives' intention to "privatise" the NHS. The fact is that both are telling the truth – it simply depends on the definition of "NHS".

The separation of purchaser and provider enables the government to promise that the NHS will not be privatised, because what they mean by the NHS is the purchaser. This will continue to disburse the centrally-provided, cash-limited funds for which the provider will compete. There is no doubt, however, that they intend fully to privatise the providers – the only way to make any sense of the astonishingly complex and bureaucratic accounting systems imposed on us is within the context of an independent (ie: privatised) status.

Labour thinking, however, while matching the government about purchaser and provider with strategic and operational boards, does not separate either of these functions from an overall NHS. In Tory terms, the service is the provision of resources; in Labour terms, the service means resources plus the means by which they are delivered. Political "truth" often depends on definitions.

Bryn Glover, chief medical technical officer, department of nuclear medicine, Leeds Infirmary

Fiscal drag and inheritance tax

From Prof D R Myddelton, Sir, if politicians want to win some votes by promising to abolish inheritance tax, for goodness sake let them do it. The yield is only about 2 per cent of total taxes.

At least your leader ("Death and the taxman", October 3) suggests that the threshold above which the 40 per cent tax is charged – currently £140,000 – should be kept under review. "Otherwise," you say, "fiscal drag can extend its reach further down the wealth scale than is wise." I wonder if that may already

have happened? In 1946, with a newly-elected socialist government, the 40 per cent band (one of no fewer than 26 estate duty bands in those days) started to apply when an estate exceeded £150,000.

But since by now the pound has lost nearly 95 per cent of its 1946 purchasing power, the equivalent in today's money would be about £2.75m. D R Myddelton, professor of finance and accounting, Cranfield School of Management, Cranfield, Bedford

The transition to 'business' in the Asian community

From Mr Rohit Barot, Sir, With reference to Khorem Merchant's profile (Management, September 24) of Asian businesses and their phenomenal spread in the M25 orbit in the fast-moving consumer goods sector, I have been struck during my fieldwork among Indians in the early 1970s and mid-1980s by the rise of "business" as both an economic as well as a social and cultural category.

Among the Hindus of the Swaminarayan movement, I have come across a number of instances of rags to riches. The rise of businesses is well reflected in Indian social gatherings. In the 1960s and 1970s, when you were introduced to other Indians, you asked them what work did they do. In the 1980s the question has been, "What business do you do?" There is no doubt that transition from wage labour and paid employment to self-employment has been a distinctive feature of Indian settlement in Britain in the last 30 years.

Although such a profile may appear rosy, it is not without a few caveats. The experience of prejudice and discrimination has played no small part in stimulating interest in self-employment. Nor has self-employment proved to be a salvation for everybody and may have ruined family life for those who do not have access to family labour power.

Although the Gujarati Indians have transformed the economy of places such as the inner city in Leicester, the cost of failure and return to factory work has not been uncommon for some. In situations where the volume of business is relatively static, the businesses can barely operate beyond subsistence and the actual gains for members of a family involved in such an enterprise may be meagre, if not within the M25 ring surely outside it. Further, the current recession is bound to have affected Indian businesses no less than businesses in general. Rohit Barot, Centre for the Study of Minorities and Social Change, Department of Sociology, University of Bristol

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FINANCIAL TIMES COMPANIES & MARKETS

Tuesday October 8 1991

TAYLOR
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Teamwork in Construction
Housing Property Trading

Cost of Channel tunnel rises to £8bn

By Andrew Taylor in London and William Dawkins in Paris

THE COST of building the Channel tunnel has risen by £440m to more than £8bn (£8.5bn) to meet safety requirements and because of a fall in traffic estimates during the tunnel's first few years of operation.

Eurotunnel, the tunnel's operator, said yesterday that the payment of the first dividend to shareholders was likely to be delayed to the year 2000, a year later than previously expected.

The group also said it had become embroiled in a dispute with contractors over who should pay for previously announced cost increases.

Eurotunnel's share price fell 29p to 499p following the publication of revised cost and revenue estimates by Eurotunnel chairman, Mr André Bénard, and Sir Alastair Morton, chief executive.

The group raised a further £2.7bn from shareholders and banks in November, taking the total amount of finance for the project to £8.7bn. Eurotunnel now says funding, following the latest increases in costs, will peak at £8.05bn in 1996. Mr Bénard

emphasised that Eurotunnel did not need to raise new finance. He said revised traffic forecasts expected a higher number of passengers, freight and cars to use the tunnel in later years, more than compensating for any early shortfall.

Design changes requested by the Anglo-French inter-governmental safety commission would add £105m to costs. There would also be delays in providing a full fleet of redesigned wagons. This would restrict Eurotunnel's service for the first three months, losing the group about £100m in revenue.

Sir Alastair said contractors were up to six months behind schedule in installing railway track, cabling, pipework, cooling and signalling systems but he was confident that contractors could achieve the target of June 15, 1993, for the tunnel's opening.

Contractors to Eurotunnel submitted a 78-page document setting out the broad detail of claims for extra payments of £200m and an additional fee of £160m at 1985 prices.

Eurotunnel has rejected the contractor's "global" application for costs and says they must submit details for individual items.

Specialisation is mounting that the UK government may be overruling British Rail's choice of route for the proposed high-speed link between the tunnel and London, writes Richard Tomkins.

Mr Malcolm Riffkind, transport secretary, is expected to make an announcement about the route next week.

Lex, Page 20

Peugeot declines 54% in first half

By William Dawkins in Paris

PEUGEOT, France's largest car group, yesterday provided the latest evidence of the impact of the recession on the European car industry, with a 54 per cent decline in profits for the first half of the year.

The fall compares with the 65 per cent drop in profits announced over the same period by Renault, Peugeot's more indebted rival. Peugeot, which also embraces the Citroën marque, attributed the fall to a steep decline in demand in France, Britain and Spain.

The decline was softened by exceptional growth in Germany, stimulated by the release of pent-up demand from the east of the country.

Net profits fell from FF4.95bn (£600m) in the first half of 1990 to FF2.27bn, or 2.5 per cent of turnover, in the first six months of this year. Sales fell by 6.3 per cent over the same period, from FF85.73bn to FF79.3bn.

All the sales decline took place during the first quarter of the year, since sales in the second quarter of 1991 had stabilised at around the same level as the corresponding period in 1990, said Peugeot. First-half pre-tax profits fell from FF7.96bn to FF5.83bn.

Peugeot forecast that full-year sales would recover to around the same level as 1990 - FF185.5bn - on the grounds that it expects its main markets to improve in the final months, and on the strength of the "very promising commercial launches" of its two new models, the Peugeot 106 and Citroën ZX small hatchbacks.

The group profits outlook, however, is less promising. Peugeot said full-year net earnings should be more than double those in the first half, implying net earnings of at least FF1.54bn, which would be 50 per cent down on the FF3.2bn net profits made in the whole of 1990.

In spite of the downturn, Peugeot continued to increase its investments, up 4 per cent to FF7.5bn, or FF4.98bn net of asset sales. Its working capital needs, by contrast, fell by FF1.59bn over the same period, allowing Peugeot to reduce its net debt by around FF1bn, to FF7.56bn.

Peugeot expects significant cost reductions and shorter development times from the recent merger of the design and technical planning departments of its two marques, although the group emphasised that the identity of Peugeot and Citroën would be kept separate.

INSIDE

Hongkong Bank under review

Hongkong and Shanghai Banking Corporation and various subsidiaries have been placed under review for possible downgrading by Moody's Investors Service, the US credit rating agency. Page 23

Insurance broker sold for £35m

TSB TSB, the sixth largest UK banking group, has sold Hill House Hammond, its 133-branch retail insurance broker, to Norwich Union, the UK insurance group, for £34.5m (£60m). "This was a splendid offer and we decided to accept it," said Mr Don McCrickard, TSB chief executive. Page 28

Defeat for Penser

Mr Erik Penser, the Swedish financier, appeared to have lost his fight to regain ownership of Nobel Industries. Page 22

Crucial meeting for Polly Peck

The administrators of Polly Peck International, the collapsed electronics and fruit conglomerate, go into a crucial meeting today with the committee representing the group's creditors. Mr Asil Nadir (left), the Polly Peck International chairman, yesterday lost a battle in the High Court in London to have contempt proceedings, launched against him by his personal creditors, struck out. Page 27

All clear for UK drinks bid

Whyte & Mackay, the drinks subsidiary of American Brands, the US tobacco group, was yesterday given the all-clear by Mr Peter Lilley, the UK trade and industry secretary, for its £226m (£47m) hostile bid for Invergordon Distillers. Mr Lilley announced that, on the recommendation of the UK Director-General of Fair Trading, the bid would not be referred to the UK Monopolies and Mergers Commission. Page 28

Metal mating season begins

Metals producers, consumers, traders and merchants have converged on London to celebrate the start of the mating season (the endearing term they use to describe the industry's contract negotiations) and pay their respects to the most international market in the world: the London Metal Exchange. Consumers go into the mating season negotiations holding all the best cards. Page 29

Japan lifts the world index

Japan consolidated its newly found position as the locomotive for the index of world stock markets. Back Page

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Chief price changes yesterday

FRANKFURT (DM)			
Rhodes	505	+ 9	
DHL	578	+ 13	
Sud Chemie	572	- 14	
Pharm	522	- 14	
Adco	450	- 40	
Stirling Berg	405	- 32	
Luxtype-Hel	405	- 32	
Springer Axel	552	- 13	
NEW YORK (\$)			
Alcoa	54 1/4	+ 1 3/4	
Alcan	54	+ 1 3/4	
Alumina	98	+ 3	
Alumina	98	+ 3	
Alumina	98	+ 3	
Alumina	98	+ 3	
Alumina	98	+ 3	
Alumina	98	+ 3	
Alumina	98	+ 3	
Alumina	98	+ 3	
Alumina	98	+ 3	

New York prices at 12.30.

LONDON (Pence)			
Rhodes	20 1/2	+ 4	
British Walker	20 1/2	+ 4	
First Nat Fin	25	+ 9	
Gl Southern	252	+ 12	
Greenough	9 1/4	+ 2 1/4	
Invergordon	192	+ 10	
Medway	267	+ 4	
Pelican	28	+ 4	
Reflexion Sec	286	+ 4	
Pharm	45	+ 4	
ASDA	69	+ 9	
Alan Paul	651	- 13	
BAT Inds	651	- 13	
Brit Aerospace	482	- 13	
Brit Airways	187	- 5	
Conoco	93	- 8	
Eastmond Ltd	496	- 28	
Farlane Bats	538	- 49	
Gen Accolant	508	- 16	
Kunick	26 1/2	- 9	
Macbratney	272	- 14	
Quintrell	67	- 8	
Rural Inds	398	- 15	
Secretary (J)	350	- 7	

Stefan Wagstyl on changes to the Hollywood film set

Japan seeks its fortune in Tinsel Town

It is a tribute to the magic of Hollywood that it has captured the imagination of the most strait-laced of Japanese companies.

Toshiba, which last week confirmed it was considering buying a stake in Time Warner, the US owner of Warner Brothers film studios, is better known for its nuclear reactors than its interest in Tinsel Town. Some electronics executives in Tokyo say Toshiba was merely imitating Sony, which paid \$3.4bn (£1.56bn) for Columbia Pictures Entertainment, and Matsushita Electric, which bought MCA Communications for \$6.1bn.

Toshiba is not talking about its plans. But some Toshiba officials have in the past spoken enthusiastically about the same ideas which motivated Sony and Matsushita - that the boundary between electronics hardware and software is being eroded and that manufacturers of machines must forge links with the makers of music and film.

However, other Toshiba executives wonder whether such a vision can ever be realised. And even if it can, they doubt whether a pact between Japanese electronics engineers and Los Angeles film producers is the best way to bring it about.

The idea of synergy is not new. RCA of the US once straddled the electronics and entertainment industries. In the UK, Thorn bought EMI in 1975 with a view to showing EMI's music on Thorn's televisions - a plan which was later abandoned.

Sony and Matsushita are gambling on the hope that technology has now advanced to the point where opportunities for cross-fertilisation will begin multiplying. The film, video, high-definition television and computer games will

all be possible outlets for a single piece of recorded material. But the hard-headed chiefs of Toshiba do not seem to put as high a value on this grand vision. Sony and Matsushita each bought outright control of their Hollywood ventures. Toshiba plans to share any risks with C.Itoh, the trading combine. Together, the two companies are talking about an investment of \$1bn. Reports in Tokyo suggest a plan to buy 12 per cent of Time Warner, but executives in New York say a joint venture investment was more likely.

The two Japanese companies have persuaded the debt-laden Time Warner, which originally sought a larger cash injection, that a Sony or Matsushita-sized investment was out of the question. Moreover, Toshiba and C.Itoh seem to be taking pains over

Toshiba is not alone in judging that the mega-deal may be a needlessly extravagant way into Hollywood

negotiating exactly what kind of joint ventures they can establish with Time Warner. The main plan under discussion is for a jointly-owned cable television business in Japan, for which Time Warner would supply film material and know-how, C.Itoh general trading skills, and Toshiba electronics hardware.

"Toshiba is doing the same thing as Sony and Matsushita. But it is taking a different and more down-to-earth approach," says Mr Yoji Machida, an electronics industry economist at the Long Term Credit Bank.

Toshiba is by nature a conser-

SONY BUYING INTO HOLLYWOOD

Columbia Pictures \$3.4bn (Sep 1989 from Coca Cola)
Hollywood studios estimate about Sony's expenditure on overhauling and bottom-line losses from the new services about \$1.5bn of debt. Columbia's accounts have not been audited, but it is clear a management shake-up is underway. Last week, Frank Price, Columbia Pictures head, resigned; last May Jon Peters resigned as co-chairman.

CBS Records \$2.0bn (Nov 1987)
Despite talk of slippage in market share and controversy over last year's departure of Willie Nelson, CBS Records boss who brought the company to Sony, the record company remains profitable.

PIONEER ELECTRONIC
Caroleo Pictures (10% investment) \$60.0m (1990)
The deal is considered small by any standards, but Japanese buyers may be fortuitous as Caroleo has had a rocky 1991.

vatative company, formed before the Second World War by a merger of light bulb and electrical machinery manufacturers and loosely absorbed into the Mitsu zaibatsu, or industrial grouping.

Modelling itself on General Electric of the US, Toshiba is bureaucratically divided into divisions which operate in different markets. Consumer products

have to pay high interest rates to get it. The company has recently shaved 5 per cent off its ¥250bn (\$1.9bn) annual capital spending budget for the period to next March. Furthermore, Hollywood film studios are notoriously difficult to manage, even for Americans, as highly-mid stars and producers can easily change studios or go independent.

Sony and Matsushita have been careful to keep their distance from their investments. Matsushita is fortunate that MCA was profitable at the time of the acquisition and has remained so. But Columbia Pictures was losing money when Sony took over and is still in the red after financing costs.

Sony says this is in line with expectations as new films take time to produce but what did surprise Sony was the decision this June of Mr Jon Peters, who Sony hired to head Columbia, to go independent although he will continue making films exclusively for Columbia.

Toshiba is not alone in judging that the mega-deal may be a needlessly extravagant way into Hollywood. Pioneer Electronic,

Matsushita Electric
MCA
\$6.1bn (Dec 1990)
Information on MCA's financial performance is scarce, but analysts say they keep hearing about a clash of management cultures between the new Japanese members of MCA's executive committee and the old management led by Sonny Wortzik, MCA's chief.

TOSHIBA
Time Warner (Joint venture investment)
\$1.0bn (under negotiation)
Toshiba is not talking about its plans. But officials have suggested that the boundary between electronics hardware and software is being eroded and the manufacturers of machines must forge links with the makers of music and film.

the consumer electronics company which is strong in laser discs, last year paid just \$60m for a 10 per cent stake in Caroleo Pictures, an independent producer with the Rambo and Terminator films to its credit. In return it secured the right of first refusal on recording Caroleo films on to disk. Pioneer said its investment was "exactly appropriate for our purpose".

Sony and Matsushita executives feel that a company taking such a narrow approach could miss the unknown future benefits of allying software and hardware. A Sony official said: "You have to look at the benefits of synergy in a wide context. And we may not know for a long time. It took 10 years before we could see the full success of the video recorder or the compact disc."

The head of an independent Tokyo software company says Sony and Matsushita's ideas are too vague. What matters is whether the acquisitions are successful and profitable. If they are not, management problems will halt any synergy.

Fox gave brokers indemnities

By Richard Waters in London

THE London Futures and Options Exchange gave commodity brokers financial support to trade in its own contracts, making losses in the process that ran into hundreds of thousands of pounds, it emerged yesterday.

The exchange, known as the London Fox, was meant to give investors the chance to hedge their property investments or speculate on price movements in the property market.

However, it issued indemnities to brokers to encourage them to trade property futures contracts between themselves, to create the illusion of activity in what had been a moribund market since its launch in May this year. The exchange offered to underwrite brokers in case they sustained any losses in their trading.

Under section 47(2) of the Financial Services Act it is an

offence, punishable by up to seven years' imprisonment, to "act or engage in any course or conduct" which gives investors a misleading impression "as to the market, or the price or value of any investments".

Mr Mark Blundell, the market's former chief executive and chairman of its property futures committee who resigned on Saturday, has admitted through his lawyers to "initiating" trading in the property futures market. He has denied that anything he did was for personal gain.

It also emerged that the Securities and Futures Authority, the regulatory body which uncovered the trading irregularities, is investigating the activities of at least four brokers over the affair. They include Refco Overseas, the US commodities giant; Sudan (UK), an arm of the large

French commodities group; and Marshall French & Lucas. They were among the eight designated brokers appointed by Fox when the property futures market was launched. The three firms each said they had been asked for information about their trading in property futures by the SFA.

Mr Martin Emery, managing director of Sudan (UK), said of Fox's property futures market, which was suspended last Wednesday: "It was a superb contract. The trouble was, it was not easy to get people to use it."

When asked whether cross-trades between brokers to create the illusion of activity in the market was a legitimate practice, he said: "As long as it doesn't affect the price, yes. Liquidity does not affect the price - whether you do 20 lots or 1,000 lots, the price is the same."

AT&T may set up UK operation

By Hugo Dixon in Geneva

AMERICAN Telephone & Telegraph, the largest US telecommunications group, may become a long-distance operator in the UK in competition with BT as part of plans to increase the proportion of its business outside the US to 50 per cent by the year 2000.

Mr Robert Allen, AT&T's chairman, said yesterday all the group's business units had a remit to expand internationally.

Although he had no specific plans to announce, he identified the recently-liberalised UK long-distance market as one possibility. He said the UK market looked attractive on the surface, although he had not studied it in great detail, and that entering the market would probably require a partner.

Mr Allen also said telephone

monopolies throughout Europe should be abolished to achieve a single European market.

But, revealing a certain ambivalence over how aggressive AT&T should be, he said the company wanted partnerships with the post, telegraph and telephone groups (PTT).

"You have to get the local PTTs to co-operate one way or the other otherwise we cannot offer the service," he said.

Other possible areas for global expansion identified by Mr Allen were:

• The provision of global networks for multinational companies.

Such a move would compete with the Syncordia venture launched by BT, although Mr Allen said AT&T had been exam-

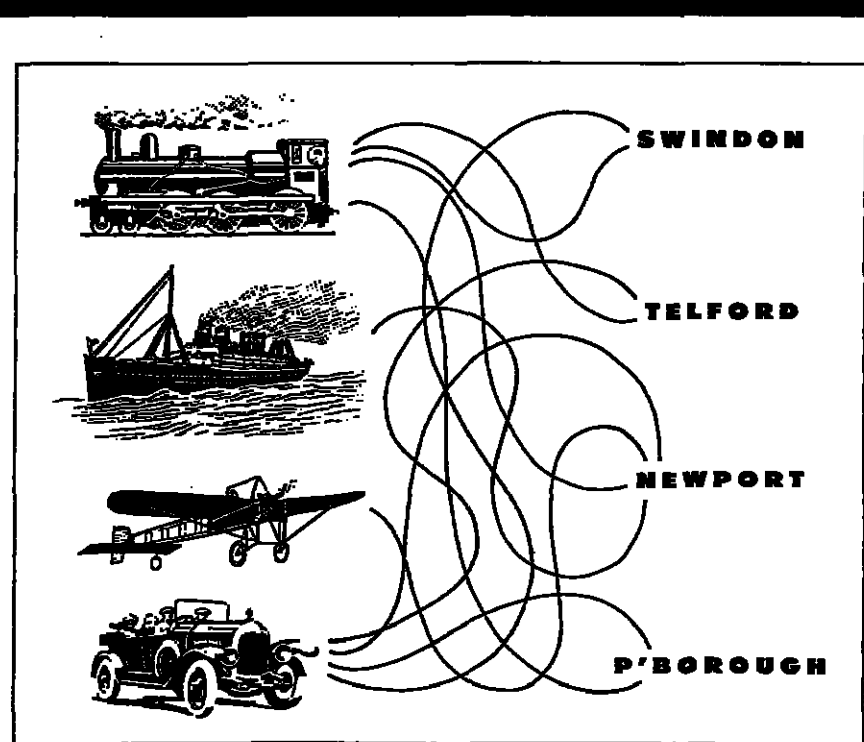
ining this possibility for some time. "Our main interest is in US-based customers who have interests around the world," he said.

"If we can do that well, we should be able to do it for foreign customers as well."

Marketing the group's Universal credit card internationally. The card, which operates like a normal credit card as well as a telephone card, has won 11m customers in the US in the past two years.

Mr Allen said AT&T wanted to sell equipment to such companies, but it also might be appropriate in some cases to take small shareholdings.

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INTERNATIONAL COMPANIES AND FINANCE

Penser defeated in Nobel battle

By John Burton in Stockholm

MR Erik Penser, the Swedish financier, appeared yesterday to have lost his fight to regain ownership of Nobel Industries, the chemical and defence group.

His defeat came as the Nobel board agreed to demands from Nordbanken, which controls the company, and other Swedish banks.

Late on Sunday night the board agreed to dismiss a team of international advisers examining strategies that would help Mr Penser, who is still the board chairman, to regain control of Nobel, which he lost in August after his creditor banks said he was unable to fulfil loan agreements.

The board also reaffirmed its approval of a financial package arranged by the banks to recapitalise the company. The banks had said Mr Penser's recent attempts to recover ownership of Nobel would jeopardise the financial plan to rescue the company from the threat of bankruptcy.

"The ownership of Nobel Industries cannot be separated from the extensive series of agreements" reached among the banks to provide funding

to Nobel, said Mr Björn Wahlström, the Nordbanken chairman, last week.

Mr Penser transferred his 70 per cent shareholding in Nobel to Nordbanken as part of the financial rescue package. The Nobel board cited "a possible liquidity crisis for the company" among other reasons for its decision to accept the banks' demand, made last week, that the consultants advising Mr Penser and the board be dismissed.

The trade union representatives on the Nobel board, the only members who supported

Mr Penser on Sunday in resisting the banks' demands, alleged the banks would cut off financing to Nobel unless their demands were accepted. But there was also concern that foreign banks might stop lending to Nobel if the financial rescue package appeared to be threatened by a fight over the company's ownership.

Nobel will hold an extraordinary shareholder's meeting on October 25, during which it is expected a new board, nominated by Nordbanken, will assume leadership of the company.

Finnish bank watchdog claims KOP too optimistic in share deal

By Enrique Tessier in Helsinki

KANSALLIS-Osake-Pankki, Finland's largest bank, was criticised strongly by the country's independent bank supervision board yesterday for presenting what were claimed to be over-optimistic and misleading figures over a series of complex share deals.

The deals were carried out by Mr Pentti Kouri, the New York-based Finnish financier with authorisation from the bank.

Details of the secret transactions remain vague. However, they involve the acquisition of shares in several Finnish companies in which the bank already held stakes.

The supervision board claimed yesterday that the bank had incurred a loss of at least FM270m (\$66m) as a result of Mr Kouri's activities and not the FM117m profit it claimed two and a half months ago.

Trading in the bank's shares was suspended briefly yesterday afternoon.

Mr Jorma Aranko, the head of the bank supervision board, said that the bank's claim that it had made a FM117m profit on the share deals "had come out of the blue".

He added that "even the bank's auditors agree with us about the FM270m loss".

A spokesman for the bank admitted yesterday that the FM117m profit was "over-optimistic" and added that a full explanation of the matter would be provided in the bank's eight-month interim results, which are due out tomorrow.

The latest revelations at KOP may hasten the resignation of the bank's chairman, Mr Jaakko Lassila, some analysts in Helsinki said.

So far there has been no suggestion of illegalities at the bank but the whole affair over the flamboyant Mr Kouri and his share dealings has shaken Finland's financial world, which is already under stress with mounting credit losses and poor financial results.

Brent Walker close to deal on bonds refinancing

By Roland Rudd and Robert Peston in London

BRENT Walker, the troubled leisure group, is expected to announce today that it has at last reached agreement on the terms of its refinancing with Jefferson Smurfit, the Irish company which is the second biggest holder of Brent Walker's convertible bonds.

Without agreement on the financial reconstruction from bondholders, Brent Walker would have gone into receivership, owing its creditors £1.5bn (\$2.5bn). But last night both Brent Walker and Smurfit confirmed that a deal had been struck, which will give the bondholders unsecured loan stock in exchange for their convertible bonds.

This deal represents an important concession by the big US bank, Barclays, and others of Brent Walker's banks, which had been objecting to any deal giving the bondholders a debt instrument. However, the loan stock is an unusual hybrid instrument, with the features of both debt and equity, so Barclays has been placated.

Smurfit has won what it wanted, which is a security which ranks ahead of preference shares being issued to the banks and which will give it a voice if Brent Walker should



George Walker: family controls bonds worth £30m

need to be refinanced again. They would have the power, in future refinancing talks, to put Brent Walker into receivership.

On the other hand, if Brent Walker should go into insolvency, the new loan stock will rank behind the preference shares held by the banks - meeting Barclays' main concern.

Jefferson Smurfit owns £15m of the Brent Walker's bonds. It had been very reluctant to sign a deal, so Brent Walker has been holding bilateral negotia-

tions with it. Now that Smurfit has signed up, Brent Walker will attempt to persuade other bondholders.

Mr Michael Smurfit, chairman of Jefferson Smurfit, owns a further £10m of the bonds in his name and has been conducting separate negotiations with Brent Walker.

Greatest resistance to the new deal is likely to come from Lounho, the international trading group which owns £5m of them. Lounho had made a tentative offer to acquire Brent Walker, as an alternative to the refinancing proposal.

Brent Walker sold £100m of the convertible bonds last year, as part of an interim arrangement to prop up the company. Buyers of the bonds became extremely bitter as the scale of Brent Walker's financial problems emerged over the past few months, making the bonds almost worthless.

Brent Walker is now hopeful it can sign a deal with the other bondholders. However, the refinancing will not be completed till several other parallel negotiations are completed.

The biggest bondholder is Mr George Walker and his family trusts which together control £30m worth of bonds.

Maxwell sells US directories business

By Raymond Snoddy in London

MAXWELL Communication Corporation yesterday sold its US directories business, part of Maxwell Macmillan in the US, to Reed International, the publishing company, for \$145m cash.

The business includes two main divisions: Marquis Who's Who in America and National Register Publishing, which publishes 17 business directories.

In the year to end-March, Macmillan's directories businesses earned operating profit of \$13.3m on annual sales of \$41m. The acquisition fits with Reed's strategy of expanding subscription-based reference books and data-base publishing.

Mr Peter Davis, Reed chairman, said in a statement yesterday that "the acquisition,



Robert Maxwell: keen to sell for good value

which has been subject to extensive due diligence, is expected to be accretive to earnings both in this financial

year and in the future".

Reed intends to put the directory divisions in one company under its main US vehicle, Cahners Publishing. The directories and reference books will be transferred to electronic data bases and CD-Roms.

Mr Maxwell, chairman and chief executive of Maxwell Macmillan, expressed satisfaction with the price. He said this "confirms the board's policy of not selling any MCC assets other than for good value".

In the past three weeks MCC has announced the sale of Prentice Hall, a professional reference book company to Thomson for \$55.5m, and Pergamon Professional Books to McGraw-Hill for \$12m.

MCC is selling assets to reduce the \$3bn debt taken on to buy Macmillan and Official Airline Guides. More than \$1bn has been repaid.

Reed was last night investigating apparent discrepancies in the book value of the business bought from Maxwell Communication Corporation for \$145m (\$33.5m) cash.

MCC said yesterday that the businesses had a book value of about \$130m, giving MCC a trading profit of around \$15m.

However, Reed was surprised to see the Maxwell statement because it had received warranties that the book value of the businesses was \$158m.

Mr Kevin Maxwell, MCC chief executive, said last night that the statement had been checked by stockbrokers and was not misleading.

The difference in the two figures was because of "provisions".

INTERNATIONAL COMPANY NEWS IN BRIEF

STET units take stakes in Brazil telecoms

SOCIETÀ Finanziaria Telefonica Italiana, the state-controlled telecommunications holding company, said yesterday that two of its subsidiaries have each acquired a 25 per cent stake in Victor Communications, the Brazilian telecommunications group, AP-DJ reports from Milan.

Financial terms not released. STET said that its subsid-

aries Italcable and Telespazio each acquired 25 per cent of the Brazilian group, which acts as a consultant and services manager in the telecommunications sector in Latin America.

As reported, last week STET announced it had won a \$50m contract from Spanish telecommunications group Telefonas to build a satellite telephone network in Brazil.

Benetton sets up Turkish venture

BENETTON, the Italian fash-

ion-wear maker, has set up a joint venture with Turkey's cloth and fabrics producer Altinyildiz Holding to manufacture Benetton products, Renter reports from Ankara.

Benkar, a subsidiary of Altinyildiz Group, has previously produced Benetton-licensed products, but the new venture will boost quality and expand the production variety, the firm said.

Daimler-Benz in Mitsubishi talks

SENIOR executives of Daimler-

Benz and Mitsubishi Group will meet today and tomorrow near Stuttgart, southern Germany, to discuss possible joint business, a spokesman for the Japanese trading group said, Renter reports from Tokyo.

"The meeting is aimed at seeking the possibility of joint projects rather than talking about specific projects," he said.

This will be the third meeting between the companies and follows talks in Singapore and Tokyo last year.

A meeting was scheduled for April this year, but postponed to this month.



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CREDIT LYONNAIS GROUP

1st HALF 1991 RESULTS

Steady growth of Group activities

As of June 30, 1991, total assets surged again to FRF 1,531 billion, 19% over their June 30, 1990 level. External growth accounted for 3% of the increase, while the remainder (16%) was due to strong internal growth as well as to the rise in the dollar exchange rate.

The intermediation activity pursued its upward trend: customer loan outstandings increased to FRF 764 billion (+24%). Loans granted by European entities of the Crédit Lyonnais Group amounted to 23% of outstandings. Corporate loans are up 28% while the growth in loans to individuals was less buoyant (+13%).

Customer deposits, including certificates of deposit, amounted to FRF 647 billion (up 29%). Sight deposits increased by 6%, savings account balances by 14%, while time deposits witnessed strong growth (+53%).

The Group maintained its very active presence on the capital markets: on the French equity market, Crédit Lyonnais holds the first place for capital increases, for public tenders as well as for new listings. On the bond market, Crédit Lyonnais remains the leader in FRF-denominated issues (domestic and Euro) while maintaining its position in the management of Eurobond issues.

Third party assets under management and advisory by the Group amounted to FRF 345 billion.

In keeping with its industrial partnership strategy, Crédit Lyonnais continued to strengthen its ties with companies: as of June 30, 1991, industrial and commercial shareholdings of the Group were recorded at FRF 28.1 billion in the Group's accounts, for a FRF 31.4 billion estimated value.

Good results on the intermediation front

Global net banking income for the first-half year 1991 rose to FRF 21,044 million, marking a 6% progression.

This increase illustrates the good performance of the French commercial banking sector, in which new loans were booked with improved margins, as well as that of the foreign commercial banking activity. On the other hand, the results from market operations were mixed: while improving in France and the U.K., they were greatly affected at Altus Finance by the consequences of the Gulf War and its impact on the foreign exchange markets.

After deduction of general expenses, which are up 14% (9% on a consistent basis of scope of consolidation), and of depreciation, gross operating income amounted to FRF 5,088 million against FRF 5,982 million in the first half year 1990 (-15%), due to the negative contribution from Altus Finance which was not offset by the increased contribution of the rest of the Group (+13%).

Higher provisions for loan losses

A net charge for operating provisions was recorded at FRF 3,369 million, up 21% when compared to the first six months of 1990. The net charge for provisions for

individual risks amounted to FRF 3,883 million, versus FRF 1,210 million for the same period last year, close to the total charge for the whole fiscal year 1990. This charge takes into account the situation of a few sizeable exposures, as well as the increasing default rate of small and medium-sized companies. While the average country risk coverage was maintained at 60%, a FRF 359 million recovery on sovereign debt provisions was made possible thanks to asset sales carried out at favorable conditions. Country risks, net of related provisions, represented a mere 16% of net assets as of June 30, 1991 versus 83% on December 31, 1988, 31% as of June 30, 1990 and 20% on December 31, 1990.

Slightly lower earnings

Non-operating and non-recurring items stood at FRF 386 million, of which FRF 280 million represented various capital gains realized on the disposal of equity investments.

The Group's share in net income amounted to FRF 1,610 million for the first six months of 1991 against FRF 1,818 million a year before, representing an 11% decline. On a per share basis, the Group's earnings came to FRF 45.90: while this represents an 18% decrease, it should be noted that the average number of shares outstanding increased by 8% over the related period.

Global net income totalled FRF 1,809 million as of June 30, 1991 versus FRF 2,417 million on June 30, 1990. This decline was due to the losses recorded by Altus Finance.

Equity being newly strengthened

In view of the capital increases that took place during the second half of 1990, consolidated equity capital progressed to FRF 48,500 million after addition of this half year's earnings, up 22%. Equity and near-equity increased to FRF 65,596 million (+16.6%).

The Group's net assets were estimated at FRF 61 billion after taxes on potential capital gains and without placing any value on the businesses built up by the Group. After deduction of minority interest in subsidiaries, this amount stood at FRF 49.7 billion, representing FRF 1,416 per share outstanding as of June 30, 1991 against FRF 1,367 per share one year earlier.

Outlook for 1991

The favorable trends observed in the first half of 1991 for intermediation activities should be confirmed in the second half of this year. Altus Finance, regrouping numerous non-recurring activities, should experience a noticeable improvement in its earnings pattern. The level of provisioning, however, will reflect a prudent policy in keeping with the nature of certain exposures. It is most likely expected to remain fairly high, especially as long as economic recovery has not clearly occurred.

Equity capital will be further strengthened by the FRF 3 billion capital increase which will be subscribed to by the French Government when Crédit Lyonnais takes a 20% stake in Usinor-Sacilor.



CREDIT LYONNAIS GROUP

INTERNATIONAL COMPANIES AND FINANCE

Moody's may downgrade Hongkong Bank rating

By Angus Foster in Hong Kong

HONGKONG and Shanghai Banking Corporation and its various subsidiaries have been placed under review for possible downgrading by Moody's Investors Service, the US credit ratings agency.

The review threatens the bank's top quality short-term rating which was first assigned in 1987.

Moody's said it was concerned about the group's "continuing asset quality problems" and long-term profitability.

The agency also pointed to political uncertainty in Hong Kong in the run up to 1997, thereby calling into question the effectiveness of the bank's recent restructuring.

In April the bank set up a London-based holding company designed to distance the group from worries about Hong Kong's future.

Hongkong Bank said it was "surprised" by the announcement. "We don't see any justification for a downgrading," it said.

In August the bank announced a 21.6 per cent increase in interim profits to HK\$1.86bn (US\$241m) for the six months to the end of June.

The figures, which were higher than expected, were seen as evidence that the bank's recent troubles were nearly over.

The review is in response to problems at Hongkong Bank's US and Australian subsidiaries, which were largely blamed for the bank's first decline in profits for more than 20 years in 1990.

Marine Midland Bank in the US was affected by non-performing loans due to a weak property market while Hongkong Bank of Australia was hit by bad debts, partly related to Mr Alan Bond.

Moody's has placed under review Hongkong Bank's P-1 rating for short-term deposits and commercial paper. The bank has no long-term debt. Also under review are the P-1 commercial paper ratings for Hongkong Bank of Canada and Concord Leasing.

Marine Midland is also being reviewed and its rating for subordinated debt, standing at Baa2, faces the threat of falling out of the investment grade category.

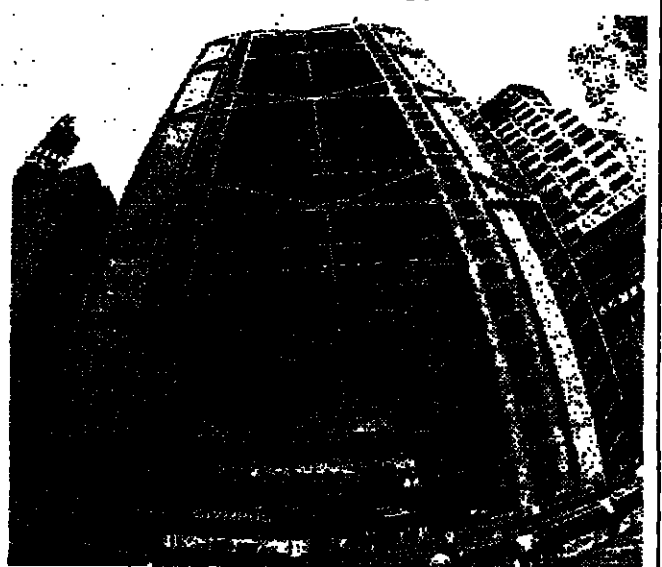
Marine Midland's ratings were last reviewed and lowered, in March last year. The bank is trying to reduce costs and has cut nearly a third of its staff since the beginning of last year.

Moody's decision raises questions about Hong Kong companies' ability to distance themselves from the colony's

mounting political uncertainty in the run up to 1997. Hongkong Bank is the most important company to establish a foreign holding company, but about 70 other companies have moved domicile to places such as Bermuda and the Cayman Islands.

Last December Mr William Purves, Hongkong Bank's chairman, pointed to worries about credit ratings before 1997 as one reason for the bank's restructuring under a London holding company.

In its statement yesterday, the US credit ratings agency said it would be investigating whether Hongkong Bank could achieve a "sustained recovery in profits, given a volatile home economy and the political changes that will be taking place in Hong Kong in the coming years".



Hongkong and Shanghai Banking Corporation: Moody's review threatens the bank's top quality short-term rating

Cheung Kong takes option to buy 11% of HK group

By Angus Foster

MR Li Ka-shing's Cheung Kong Holdings has continued its string of strategic acquisitions and taken an option to buy up to 11 per cent of Hong Kong-listed Guoco, a financial services group which includes Dao Hang Bank, the colony's fourth largest bank group.

Cheung Kong has subscribed to a HK\$268m note which can be converted into Guoco shares within three years at HK\$2.10, a slight discount to last week's closing price.

Dao Hang has been targeted by several brokerage houses as a fast growing bank and last month announced a 54 per cent increase in net profits to HK\$232m (\$30m) in the year to the end of June.

In recent months Cheung Kong has taken minority stakes in companies ranging from Evergo, a property company controlled by the Lan brothers, to Wo Kee Hong, a consumer electronics distributor.

Fletcher raises NZ\$110m in asset sale

By Terry Hall in Wellington

FLETCHER Challenge, New Zealand's biggest industrial group, which is under pressure to reduce its debt, has raised NZ\$110m (\$62.3m) from the sale of its Taranaki ammonia urea plant and 65 commercial properties.

The sales are the first of a planned NZ\$1bn worth of assets, earmarked for disposal this financial year.

The ammonia urea plant, which produces 160,000 tonnes a year of agricultural products from natural gas, has been sold to BOP Fertiliser, which is 40 per cent owned by Farn, one of the largest fertiliser companies in Australia.

However, settlement for NZ\$45.5m will not take place until next June. Fletcher is to retain what is expected to be a NZ\$10m profit for the year.

Fletcher announced in March it was selling the plant to concentrate its downstream gas activities on methanol production, where it is now the world's leading producer with plants in New Zealand and Chile.

Many of the commercial properties sold within New Zealand have gone to Indonesian, Singaporean and Hong Kong buyers after marketing efforts there.

A further 10 properties worth NZ\$12.4m are under contract through a scheme for Asian buyers who are offered 80 per cent vendor finance at a fixed 10 per cent interest rate for five years.

Northern Telecom plans growth in French and German markets

By Hugo Dixon in Geneva

NORTHERN TELECOM, the Canadian telecommunications manufacturer, may open factories and research and development centres in continental Europe and Mexico as part of its global ambitions.

Mr Paul Stern, Northern's chairman, said that following the acquisition of STC, the UK telecommunications manufacturer, last year, the group was looking to expand in France and Germany.

Obtaining access to these markets would probably involve partnerships such as joint ventures, acquisitions or licensing agreements.

STC was pursuing a similar strategy of trying to link with medium-sized European manufacturers, such as Bosch of Germany, SAT of France and Philips of Holland before it was taken over.

Mr Stern said that "the strategy of hooking up is more likely to succeed" since the takeover because Northern had more to offer.

He added the group was interested in collaborating with larger European companies, such as France's Alcatel, Germany's Siemens and Sweden's Ericsson, as well as Japanese groups, such as Oki and Fujitsu.

That co-operation, he said, would enable them to avoid duplication in developing new technologies.

Mr Stern maintained that Northern could offer partners access to the North American market and to certain technologies such as submarine fibre optic cables.

In exchange, it would want access to foreign markets.

He added that Northern might team up with other suppliers to build manufacturing facilities.

"We could say 'Let's build a factory in Latin America together,'" he said.

Southwest alters offer to Midway

By Karen Zagor

SOUTHWEST Airlines, the Dallas-based regional carrier regarded as one of the few bright lights in the US aviation industry, yesterday amended its offer to Midway Airlines, the bankrupt Chicago carrier.

Under the terms of the revised offer, Southwest would pay the carrier \$28m for its gates and related assets at Midway airport, Chicago's second biggest airport.

If Midway continues as an independent airline, Southwest would give Midway the chance to re-acquire or sub-lease most of those gates at Southwest's cost. The alternative offer also involves a joint marketing agreement for the two carriers.

If Midway does not survive, Southwest wants negotiations to acquire or help with the disposal of Midway's other assets.

Last week, Southwest offered to pay \$10m for 10 gates at Midway airport and to lend the struggling carrier \$20m, to be repaid over five years and secured by other assets at Midway Airport. Some of the gates would be sub-leased back to Midway.

Southwest said yesterday that its revenue passenger miles in September rose 18.6 per cent to 915m revenue passenger miles. For the third quarter, revenue passenger miles grew 14 per cent to 3,065m.

Amgen wins drug patent battle

By Karen Zagor in New York

THE FOUR-YEAR patent dispute between Amgen and Genetics Institute, two US biotechnology companies, over erythropoietin (EPO) was finally resolved yesterday when the US Supreme Court decided in favour of Amgen.

Amgen will now have an exclusive EPO patent in the US.

Mr Viren Mehta, an analyst at Mehta & Isaly in New York, said that the Supreme Court's action had been widely expected.

EPO is a drug that stimulates red blood cell production and is used to treat severe anaemia.

At mid-session, Amgen's stock was \$1% higher at \$54%, in what analysts described as a technical adjustment, while Genetics Institute declined 1% to \$38%.

Amgen first cloned the gene for EPO in 1983. A year later, scientists at Genetics Institute duplicated the feat.

In June 1989, the Food and Drug Administration (FDA) granted Amgen manufacturing and marketing rights for a version of EPO which is sold as Epogen, used to treat anaemia in patients with chronic kidney failure.

In March, a federal court upheld Amgen's patent in the US and ruled that a similar drug developed by Genetics Institute infringed Amgen's patent.

Kemper Securities turns the corner

Barbara Durr discovers prospects for profits in new a structure

WHILE Kemper the diversified Chicago financial services group, faces asset quality difficulties in its insurance business' portfolio, Kemper Securities Group, long the company's poor sister, appears to have taken on a Cinderella-like charm.

Kemper Securities Group, which after a reorganisation has become the twelfth largest US brokerage, reported a \$3.4m profit for the first half, marking the first return to profit since 1989 and the best year since 1987.

At the start of 1990, Kemper decided to consolidate the five far-flung securities brokerage operations it acquired during the 1980s. These included Bateman, Eichler, Hill Richards in Los Angeles, Blunt, Ellis & Low in Milwaukee, Boettcher & Co in Denver, Lovett Underwood Neuhaus & Webb in Houston and Prescott Ball & Turben in Cleveland.

They had been putting in disappointing performances since 1987 and, in common with the entire financial services industry in the post-1980s era, were ripe for shrinkage.

Kemper finally appears to have hit on the correct one, Mr David Seifer of Donaldson, Lufkin & Jenrette said. "Now they're doing it right."

A Merrill Lynch analyst points out that not only does the firm's new structure provide better risk control and capital allocation, but the com-

demographics, which are shifting the client base for securities brokering toward an older population. Americans over the age of 50 account for about \$7,000bn in assets.

The number is expected to grow significantly as the baby boom generation ages. Mr Boris says this means that cus-

tomers will want more control of assets and will shun risk. In such a market, financial service "takes a lot of hand holding," he says, which he believes is Kemper's strong point.

Mr Boris sees Kemper having a competitive advantage through its regional approach and emphasis on customer relations. "Our people work in a different way. They live there, work there, go to church there and know the local corporate entities well."

He is implementing another shift in Kemper's brokering business. Instead of churning out new financial products, it will concentrate on a stable list

Merrill Lynch says Kemper Securities' new structure means better risk control and capital allocation in a good market environment, following a 25% reduction in costs, including staff cuts.

pany has made its move in a good market environment. The securities group chairman, Mr James Boris, says that cutting costs by about \$75m a year, a 25 per cent reduction, has placed the firm in a position to be profitable. The cost cuts which involved heavy initial charges, included a 22 per cent reduction in workforce.

Mr Boris is determined that the firm emphasises its regional flavour and its focus on retail distribution. He says the market for securities brokering in the 1990s will be relationship oriented, with more customised services for individuals.

This, he says, is in good measure the product of American

While all this may seem a sound approach to a tight-fisted retail market, Kemper Securities' difficulty is low margins in retail distribution. Consequently, the firm is looking for more velocity in trading, while having to adopt a more conservative trading approach. "We can't afford to make mistakes," says Mr Boris. The firm has got out of risk and conversion arbitrage businesses and has given up trying to outgun Wall Street, concentrating instead on servicing its distribution network.

Mr Seifer says what the firm wants to do and what it can do, may not match. "Execution is what they need a lot of. If they can do that, it'll work."

Boeing to trim workforce over arms cuts

BOEING, the aircraft manufacturer, said it expected to lay off or reassign at least 2,500 employees because of President Bush's US nuclear arsenal cuts, which include plans to cancel four programmes on which Boeing was working, Reuters reports from Seattle.

Mr Pete Dakan, a Boeing Defence & Space Group spokesman, said that the programme of cuts would affect less than 5 per cent of the division's projected sales, however, and were not expected to be a significant setback in the unit's attempt to return to profitability in 1992.

Mr Jerry King, executive vice-president of Boeing Defence & Space Group, said that Boeing would try to reassign as many of the displaced workers as possible within the company.

Last year, the Boeing Defence & Space Group accounted for 20 per cent of Boeing's \$28bn in revenues.

Singapore to reform insurance regulations

SINGAPORE is to raise solvency margins of insurance companies and introduce new investment regulations which will be effective from December 31 next year to protect the interests of policyholders, Mr Richard Hu, Finance Minister, said yesterday, Reuters reports from Singapore.

Mr Hu told a conference on international reinsurance: "MAS [Monetary Authority of Singapore] has reviewed the need to further enhance the financial soundness of the Singapore insurance industry so as to better protect policyholders' interests."

Singapore has 31 professional reinsurers, compared with just one in 1973, Mr Hu said.

The reforms include raising the minimum company solvency margin for general insurers and reinsurers to \$85m from the current \$31m, Mr Hu said.

Minimum solvency margins for the Singapore insurance fund of a general insurer will be raised to \$85m, 50 per cent

of net premiums or 50 per cent of loss reserves, whichever is the highest.

The present requirement is the highest of \$31m, 50 per cent of net premiums or 50 per cent of loss reserves.

For the offshore insurance fund, general insurers will be required to maintain a minimum solvency margin equal to the highest of \$31m, 20 per cent of net premiums or 20 per cent of loss reserves, Mr Hu said.

Insurance companies will also be required to observe maximum limits for investments in equities, real estate, unsecured loans and foreign assets, he said. The new measures will also restrict investments in related companies and require general insurers to maintain a minimum level of liquidity in their fund assets, he said.

NGC posts NZ\$18m profit

NATURAL Gas Corporation (NGC), New Zealand's leading supplier of natural gas, has reported a NZ\$18.72m (US\$10.68m) after-tax profit for its first operating period, the four months to June 30, writes Terry Hall in Wellington.

NGC was previously owned by the Fletcher Challenge subsidiary Petrocorp and was set up as a separate company in February. Fletcher plans to sell a third of the company this year.

The profit was achieved on sales of NZ\$85.18m and

includes a NZ\$20.91m contribution in dividends from the company's NZ\$353m in redeemable preference shares in Fletcher Challenge Gas Investments, which owns 20 per cent of the Maui Gasfield. During the period the company raised its own debt of NZ\$250m, which was used to repay advances to Fletcher Challenge.

Mr Richard Bentley, chief executive, said the company was preparing for deregulation of the gas market later this year. This was not expected to affect its performance.

SONATRACH
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Notice is hereby given to the holders of the bonds that, pursuant to and in accordance with Article 4(A) of the Terms and Conditions endorsed on the Bonds, the Company will redeem the Bonds at 100 per cent (plus in the case of Interest Bonds accrued interest) by an instalment of US\$17,500,000. - on November 15th, 1991 provided that the proportion of the principal amount of Interest Bonds to Non-Interest Bonds redeemed shall be in the ratio of 4:1.

The Bonds have been called for redemption by lots by the Principal Paying Agent as follows:

Interest Bonds in the principal amount of US\$14,000,000. - with serial numbers 8401-9800 (of US\$10,000. - denomination).

Non-Interest Bonds in the principal amount of US\$3,500,000. - with serial numbers 211-245 (of US\$100,000. - denomination).

Outstanding principal amount for the Interest Bonds is US\$14,000,000.

Outstanding principal amount for the Non-Interest Bonds is US\$3,500,000.

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Floating Rate Subordinated Capital Notes
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Notice is hereby given that for the Interest Period 9th October, 1991 to 9th January, 1992 the Notes will bear interest at the rate of 5% per annum. The interest payable on 9th January, 1992 against Coupon No. 19 will be U.S. \$142.15 per U.S. \$10,000 Nominal and U.S. \$3,553.82 per U.S. \$250,000 Nominal. DATED THIS 8TH DAY OF OCTOBER, 1991.

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All these securities having been sold, this announcement appears as a matter of record only.

New Issue

October, 1991

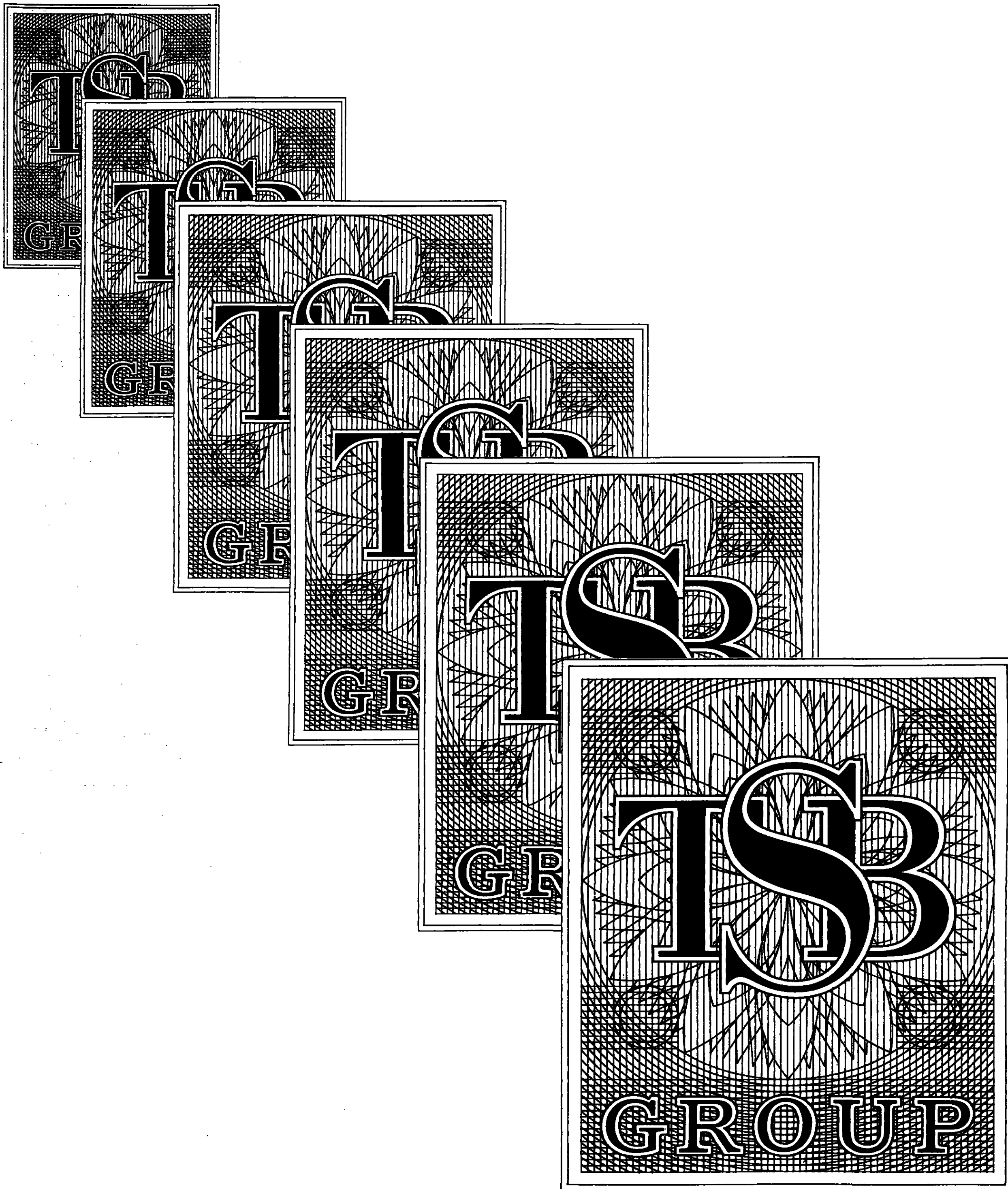
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UK COMPANY NEWS

Nadir loses contempt battle

MR ASIL NADIR, the chairman of Polly Peck International, yesterday lost a battle in the High Court to have contempt proceedings, which have been launched against him by his personal creditors, struck out, writes David Barchard.

The nine creditors, including the Inland Revenue, allege that Mr Nadir, who owes them a total of \$80m (\$45m) should be jailed for breaching a court undertaking to pay his debts in return for the dropping of bankruptcy proceedings against him.

Mr Nadir went on to sell Impex Bank, a small Turkish bank for \$27m to the Karamet and Kilyay families. However, no payment was received for the deal and Mr Nadir had not adhered to scheduled debt payments in March and June.

The creditors may now have to travel to Turkey to investigate the exact legal situation surrounding the sale and present ownership of Impex Bank. Mr Nadir is refused leave to appeal, though he can still apply directly to the Court of Appeal for leave.

The prison committal move will now be heard in the High Court in December or early January next year.

PPI's hopes rest on floating fruit

David Barchard on today's meeting of creditors and administrators

ADMINISTRATORS of Polly Peck International, the collapsed electronics and fruit conglomerate, go into a crucial meeting today with the committee representing the group's creditors.

Unless the administrators can convince the five man committee of bankers to approve a flotation of PPI Del Monte on the New York stock exchange, chances of keeping the group out of liquidation will be slim.

Polly Peck International went into administration in October last year with debts of £1.2bn.

Since the creditors' last meeting with the administrators, the administration has sold a controlling interest in Sansui Group, the Far Eastern electronics group which was one of Polly Peck International's three main subsidiaries, for a token amount to Grande Holdings of Hong Kong. The move followed indications that Sansui would incur much heavier losses than expected during the present year.

Mr Michael Jordan of Cork Gully, the senior administrator, and Mr Richard Stone of Coopers & Lybrand Deloitte, will argue that the group should turn down several uninvited offers for PPI Del Monte. These include one from a consortium headed by Mr Greg Aziz, a US businessman, who is advised by Kidder Peabody.

The administrators believe that an auction of PPI Del



Michael Jordan: believes uninvited offers for Del Monte should be rejected

Monte would fetch less than \$700m (\$402m) while an initial public offering might raise between \$700m and \$1bn.

The five members of the creditors' committee elected last May now accept that realistic prospects of ordinary shareholders getting their money back are fading.

As a result, Mr Jordan will have to work hard to convince them that any useful purpose

is still being served by keeping the group in existence.

Creditors are understood to be sceptical that any significant amount of funds can be released from northern Cyprus, despite months of work by Mr Stone.

He will give the creditors details today of the partial lifting of a Turkish Cypriot court injunction which barred the administrators access to the

group's records and bank accounts on the island. He is expected to say that he remains optimistic that some funds can be unlocked.

Mr Montes Aziz, a prominent Turkish Cypriot lawyer who has played a key role in the negotiations between the administrators and the Turkish Cypriot authorities, has been in London in the last few days.

Short-term considerations about the share price were, in any case, out of step with long-term capital spending decisions in "an old-fashioned business", he said. "You sometimes have to go by instinct when spending money to achieve results in 1992-94."

Caparo's share price reached 80p before the 1987 crash, but since then the peak has been about 75p in mid-1990. This year the price has bounced from 46p in January to just over 50p in the spring and back to 47p before the offer was announced on September 11.

In the first half of the year, pre-tax profit dropped 41 per cent to \$5.3m on sales of \$115.2m (\$123.9m).

In 1989, Caparo Group made a pre-tax profit of \$28m on sales of \$254.5m. Last year Caparo Industries made \$15.7m pre-tax on sales of \$229.7m.

Support for plan to take Caparo Inds private

By Jane Fuller

MR SWRAJ Paul and his family are close to taking Caparo Industries private after gaining overwhelming support for their plan at an extraordinary general meeting in London yesterday.

Caparo Group, Mr Paul's private concern, is offering 64p per share to buy the 20.6 per cent of Caparo Industries which it does not own. The offer values the steel-based engineering business at \$59.4m. It will cost the private group \$13m in bank borrowings to carry out the plan.

Caparo did not vote at the EGM, where financial advisers were said to have comfortably outnumbered shareholders. About 99 per cent of the vote was in favour of the scheme of arrangement and the votes cast covered 93 per cent of the non-Caparo-held shares.

Mr Paul, chairman of both companies, said that since the October 1987 stock market crash, smaller industrial companies like Caparo had had difficulty generating investor interest. The high proportion of Caparo's shares controlled by the family had exacerbated this.

A sluggish share price had led the company to finance acquisitions by bank debt rather than equity issues, so making little use of the listing.

Short-term considerations about the share price were, in any case, out of step with long-term capital spending decisions in "an old-fashioned business", he said. "You sometimes have to go by instinct when spending money to achieve results in 1992-94."

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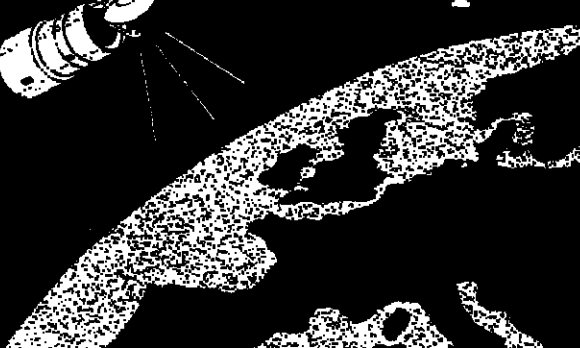
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NEWS DIGEST

Monarch Res loss cut to \$1.9m

TAXABLE LOSSES at Monarch Resources, the London-listed company with gold operations in Venezuela, were cut from \$3.7m to \$1.9m, or \$1.8m, for the half year ended June 30.

Mr Michael Beckett, chairman, said activities of the Revenim plant, its Venezuelan operations which recover gold from dumps, had improved in efficiency and had generated a positive cash flow over the period while essentially breaking even on a profit basis.

The turnaround at the plant began in the second quarter when an operating profit of \$275,000 and an operating cash flow of \$587,000 were recorded. That was in contrast to operating losses and cash flow deficits in 1990.

Tax on mining profits in Venezuela has been halved to 30 per cent.

Gold production at the Revenim plant for the half year totalled 11,723 ounces (3,348 ounces). July production amounted to 2,784 ounces and that for August 2,979 ounces, a record month.

Directors said that at current levels, Revenim's annual gold production rate would exceed 30,000 ounces.

The Cyprus Gold company of the US has decided to proceed to the next stage of the development of the La Camorra project and has paid Monarch \$600,000 under terms of the joint agreement.

Turnover for the six months totalled \$4.29m (\$1.82m). Interest receivable fell from \$431,000 to \$110,000. Losses per share worked through at \$0.183 (\$0.276).

Private sector boost for United Uniform

An increase in private sector business and the successful introduction of a range of fire retardant clothing helped lift interim pre-tax profits at United Uniform Services from

\$421,000 to \$1.42m.

Turnover for the six months to June 30 rose from \$4.07m to \$4.6m, although the two periods are not strictly comparable as the company only owned its Horace Small subsidiary — which also manufactures uniforms — for one month of the 1990 period.

Earnings per share amounted to 3.5p (5.7p). There is a maiden interim dividend of 1p.

Buoyant Greenacre advances by 71%

Greenacre Group, the nursing homes operator, lifted pre-tax profit by 71 per cent in the opening half and forecast a further strong performance in the current six months.

Mr Tony Acton, chairman, said the group had five homes and operated 218 beds. Further acquisitions and developments were under negotiation and/or planned. Early last month \$3.7m was received via the call of the final instalment on the convertible redeemable preference shares.

Turnover in the six months to July 31 rose to \$1.26m (\$1.11m) while profit came through at \$377,000 (\$220,000). Earnings per share were 0.27p (0.21p) and the interim dividend is 0.125p (0.1p).

Mr Acton said nursing homes accounted for \$380,000 (\$210,000) as a result of improved operating performance from the two Scottish units, a full contribution from Salterley Grange in Cheltenham, and a four month share from the newly acquired Elm Grove in Cheltenham.

Tyre, the packing company based in Kent, remained profitable but experienced difficult trading conditions.

Bridgend looking to second half

Bridgend Group suffered a 6 per cent drop in first half profits, but said trading conditions in the current period were proving better.

"The board is encouraged by the current progress of the group," Mr Neil List, chairman, told shareholders.

Turnover for the group, which has interests in the distribution and services and leisure industries, surged from \$2.7m to \$3.24m, but taxable profit fell to \$403,000 (\$430,000).

Earnings per share were down to 1.05p (1.65p). The interim dividend is again 0.4p.

Mr List recalled that in 1990 a high proportion of profits was represented by deposits in the money market. That had been replaced by the acquisition of John Sydney, a distributor of taps, showers and bathroom fittings, which had maintained profitability and market share despite the recession.

The other specialist distributor, Brimleys, supplied electrical equipment to the shipping industry, and had marginally increased profits.

Leisure division started well but could not keep up the momentum in the second quarter. Assets employed had been enhanced with some cost to current revenue; losses should be reduced in the second half, Mr List claimed.

Headlam down 21% in opening half

In tough trading conditions all three subsidiaries of Headlam Group continued to operate profitably, although pre-tax profit for the first half of 1991 fell 21 per cent to \$213,000.

This is the first interim statement since Mr Graham Waldron was appointed chairman of this footwear and fabrics group in June.

The shares are in temporary suspension pending the acquisition of Hickson Flooring Distributors for some \$10.5m cash, details of which were announced at the beginning of last month.

Mr Waldron said the business of HFD should benefit considerably from Headlam's experience of textile distribution and the wholesale floor coverings market. It would be a core activity of the group.

First half profit was struck after an \$89,000 (\$125,000) exceptional charge for early termination of a director's employment.

Turnover was \$11.5m (\$12.1m). Earnings per share

were 1.41p (1.75p) and the interim dividend is held at 0.75p.

Mid-Sussex Water bids to convert to plc

The board of Mid-Sussex Water Company is recommending its conversion to plc status, registered under the 1985 Companies Act and the adoption of a memorandum and articles of association in substitution for its local statutory provision.

South-East Water, a wholly owned subsidiary of Saur Water Services, has indicated its intention to vote in favour in respect of its 97.4 per cent of the voting stock.

Mid-States hit by falling car part sales

The Gulf war and the recession in the US contributed to a reduction, from \$2.65m to \$2.33m, in first half profits at Mid-States, the USM-quoted car part distributor.

Group profits came from the Nashville-based subsidiary Mid-State Automotive Distributors, and they were hit by an average 10 per cent fall in the dollar-sterling exchange rate.

Turnover for the six months to June 30 was up from \$20.2m to \$23.5m, reflecting the inclusion of the Knoxville and Chattanooga-based companies acquired in July last year. Borrowings made to fund these acquisitions resulted in an interest charge of \$354,000 (\$101,000 received).

Earnings per share came out at 4.3p (4.5p) and the dividend is maintained at 0.75p.

"The group has seen some limited signs of a pick up in demand during recent weeks, but it is still too early to tell if this signals an end to the recession," said Mr Bill Cherry, group chief executive.

Second Market net asset value at 244.4p

Second Market Investment Trust reported net asset value of 244.4p at June 30, down from 276.1p a year earlier but higher than the 221.6p at December 31.

The trust specialises in com-

This advertisement is issued in compliance with the regulations of the London Stock Exchange. It does not constitute an offer or invitation to the public to subscribe for or purchase any securities. The London Stock Exchange has granted permission for all of the 5,597,223 ordinary shares of 1p each and up to 11,194,539 warrants in Wills Group PLC to be advertised in the Official List. Details in the A Ordinary Shares are expected to commence trading on 15th October 1991, and details in the warrants are expected to commence trading on 20th October 1991. No application has been made for the 5% Convertible Redeemable Preference Shares of £1 each in Wills Group PLC to be listed or dealt in on the London Stock Exchange.

WILLS GROUP PLC

(Incorporated in England)

SHARE CAPITAL

	Authorised	Issued and to be issued
Ordinary Shares of 25p each	2,332,195.75	2,332,195.75
5% Cumulative Convertible Redeemable Preference Shares of £1 each	2,400,000.00	559,726.98
	5,869,039.92	2,400,000.00
		5,291,922.73

Notwithstanding the difference in nominal value, the A Ordinary Shares of 1p each rank pari passu (save as set out in the circular dated 13th September 1991) with the Ordinary Shares of 25p each.

WARRANTS

Up to 11,194,539 warrants to subscribe Ordinary Shares of 1p each will be issued on the basis of one warrant for every five A Ordinary Shares of 1p each subscribed under the rights issue announced on 15th September 1991. Each warrant will carry the right to subscribe for one new Ordinary Share of 1p each in Wills Group PLC at an exercise price of 1p per share, at any time during the period from 1st January 1992 to 1st February 1994.

Details are included in the Companies Fiches Service available from Esmé Financial Ltd. Copies of the Fiches Service may be obtained during normal business hours on 8th to 10th October 1991 from the Companies Administration Office of the London Stock Exchange, 46-50 Finsbury Square, London EC2A 1JH and up to and including 22nd October 1991 from the registered office of the Company at Walnut Tree House, Woodbridge Park, Woodbridge Road, Golders Green, Surrey, GU1 1EL, and from Messrs. J. & J. Morgan & Co. Limited, the Company's stockbroker and financial adviser, at 66 Wilton Street, London EC2A 2BL.

8th October 1991

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In accordance with the terms and conditions of the Notes, notice is hereby given, that for the interest period from October 8, 1991 to January 6, 1992 the Notes will carry an interest rate of 5.6375% per annum. The amount payable on January 6, 1992 will be U.S. \$140.94 per U.S. \$100,000 principal amount of Notes.

By: The Chase Manhattan Bank, N.A.

London, Agent Bank

October 8, 1991



NOTICE

With reference to the advertisement on Greek telecommunications in yesterday's World Telecommunications Survey it is clarified that the installation of 1,570,000 new lines mentioned under para. 4, is being carried out within the 1989-1993 five-year plan and that the works listed thereafter were under way in 1991. As for the additional 720,000 digital lines, the procedure for their supply is still in the planning stage.

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HA

COMMODITIES AND AGRICULTURE

Mulroney offers financial aid to grain farmers

By Bernard Simon in Toronto

CANADA'S prime minister, Mr. Brian Mulroney, has responded to growing militancy among hard-pressed prairie grain farmers by promising them another financial aid package.

Despite fiscal constraints, Mr. Mulroney said the government would make a "major" announcement soon to cushion farmers against the slump in world grain prices.

Observers in Winnipeg expect the payout to approach \$1.5bn, the figure which a committee of farm and government representatives last week estimated as the loss suffered by farmers in the season which ended on July 31.

Canada is the world's third biggest wheat exporter after the US and European Community, and regards itself as one of the main victims of the international grain subsidy war. The Canadian Wheat Board is paying farmers an initial price of only \$395 a tonne this season, down from \$435 last year.

In a further sign of impatience, Canada's agriculture minister Mr. William McKeown last week threatened unspecified retaliatory steps against the EC if progress was not made by the end of the year towards ending the subsidy war.

Thousands of farmers have vented their frustration at rallies over the past three weeks in rural Manitoba and Saskatchewan. A rally to be held in Winnipeg tomorrow is expected to be one of the biggest in Canadian farm history.

Mr. Mulroney, chief executive of Manitoba Pool Elevators, said yesterday that the rallies "have raised the profile of the issue and brought the farmers together on a non-partisan basis."

Manitoba Pool will close all its elevators for a few hours tomorrow, and the company placed advertisements in prairie newspapers yesterday explaining the farmers' case to the public.

The Organisation for Economic Co-operation and Development estimated earlier this year that Canadian farmers received a total of \$87.5bn in subsidies in 1990, up from an annual average of \$45.4bn between 1979-86. The bulk of the payments go to grain producers.

Even without the forthcoming aid package, subsidies are likely to rise substantially this year. Ottawa awarded two new safety net programmes last January which will provide an estimated \$3.5bn to grain and oilseed producers in 1991/92.

New World screwworm eradicated in Libya

By David Blackwell

THE NEW World screwworm fly, which was first found in Libya in 1988, has been exterminated in the North African country thus averting a potential catastrophe for livestock, wildlife and humans.

Dr Patrick Cunningham of the UN Food and Agriculture Organisation said in Washington yesterday: "If the screwworm had not been eradicated swiftly from Libya, it would have spread throughout Africa, into the Middle East, Southern Europe and eventually to Asia. The damage to domestic animals, wildlife and even man would have been incalculable."

The female fly lays about 400 eggs in open wounds as small as a tick bite. The larvae eat the living flesh of the host animal and can kill full-grown cattle in a few days.

The FAO killed off the Libyan infestation through the sterile fly technique in a programme costing only half the \$100m usually projected.

For the last six months 40m sterilised male flies a week have been dropped by air over the infested area.

Last year more than 12,000 infested animals were found in Libya. But no new cases have been reported since April.

The sterile flies have been imported from Mexico, where screwworm was the major livestock problem until it was successfully eradicated earlier this year after a \$750m programme.

Low Soviet gold estimates 'credible'

ESTIMATES of total Soviet gold reserves of less than 1,000 tonnes are credible, the World Gold Council, a producer-financier organisation, said yesterday, Renter reports in London.

Gold prices rallied last week on reports by a senior Soviet official that the union's gold reserves well below most previous Western estimates.

Mr David Gulley, head of the WGC's investment division, said an estimate by a Western source close to the Soviets that total reserves - including financial and trading stocks and outstanding swaps - totalled under 1,000 tonnes could be correct.

The total could be near the 700-tonne level of gold reserves reached by adding the finance ministry holdings of 240 tonnes, Gosbank's (the state bank) 374-tonne and outstanding swaps of 110 tonnes referred to in recent Soviet statements, Mr Gulley said.

Metal traders start their mating season

Kenneth Gooding looks at the evolution of the LME at a time of falling prices

Metal producers, consumers, traders and merchants - more than 3,500 of them - have converged on London this week to celebrate the start of the mating season (the endearing term they use to describe the industry's contract negotiations) and to pay their respects to the most international market in the world: the London Metal Exchange.

Hate it (as many producers and consumers do with a vengeance) or love it, the LME plays a vital role in their lives. At least half of all contracts for the six metals traded on the exchange are related directly to the prices reached by its 17 ring dealing members who about themselves nearly hoarse in open-outcry trading sessions several times each working day.

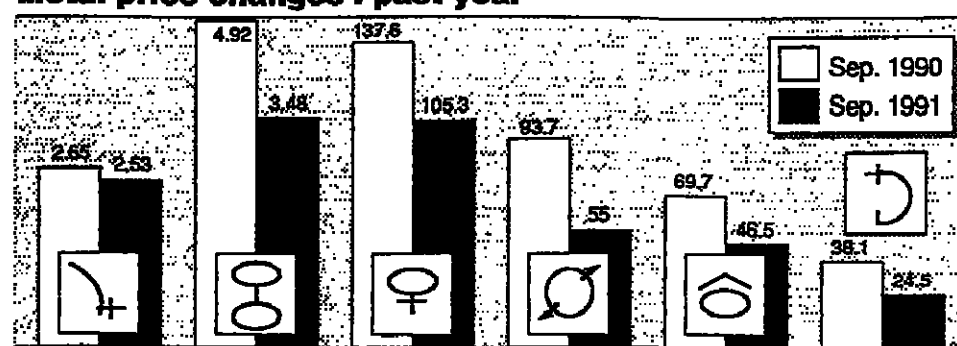
There is scarcely a contract signed which does not refer to the LME price in some way, however obliquely. Its prices are posted on the notice boards of mines the world over because miners' bonuses are frequently tied to them.

This year the news for the miners - and producers - has not been good. Since last year's "metals week" in London prices have fallen by between 4.5 per cent (tin, which was already very low last year) and 35.5 per cent (lead). Consumers, therefore, go into the mating season negotiations holding all the best cards. But they are far from cheerful because the recession which has been responsible for the low prices has made their lives difficult.

That is not to say LME representatives get a warm welcome everywhere they go. Many in the metals business, producers in particular, resent the exchange taking over what they see as their rightful role of setting prices. They abhor the price volatility which is part and parcel of the market.

They are disgusted by the games traders play for their own profit and which sometimes result in severe distortions of the market. In the past year the LME executive has

Metal price changes: past year



exchange reported that its gross income nearly doubled, from \$2.4m in 1989 to \$4.3m last year while taxable profit jumped from \$2,761 to \$1,07m. This meant a great deal more tax was paid, \$14,124 against \$51,208, but it did leave retained profits almost exactly in line with those which are required by the UK financial regulatory system - enough to cover about six months operational costs.

Mr David King, the exchange's chief executive, who was paid £112,810 last year, believes the LME's growing success stems from its recent policy of taking its message out to clients and talking to them about their concerns. He and his executive team have been moving around the world explaining the role of the LME - which is to provide a hedging facility and to provide clients with a means of taking delivery of physical metal: copper, aluminium, nickel, lead, zinc and tin.

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They are disgusted by the games traders play for their own profit and which sometimes result in severe distortions of the market. In the past year the LME executive has

had to keep a careful watch on nasty squeezes that developed at different times in its copper, zinc and nickel markets.

Mr King acknowledges that "like marriage or the examination system, the LME isn't perfect. But he says: "It's the best we've got. The open outcry system is the most transparent method of arriving at true prices."

For 99.9 per cent of the time the LME markets are being driven by the fundamentals of supply and demand, he insists. A recent study by the World Bank suggested that the LME had the most efficient pricing system.

According to Mr King, most LME participants are well aware that "if people try to abuse the market for short-term gain, everyone will lose because it will drive clients away from the exchange."

Mr King and his team have been taking action to ensure that the rogues have very little room left to "apply undue influence and cause short-term aberrations in prices."

Fifthly, the LME has been rapidly expanding its warehouse system. By the end of this year there will be well over 1m tonnes of metal worth more than \$2bn located in 180 sheds in 63 countries.

An important gap has been filled since February when the first LME warehouses were approved in the US.

By the end of the year they will be available in Chicago, Toledo, Bridgeport (New

Haven), Long Beach, Louisville, St Louis and Baltimore for all metals but copper. Copper is excluded because the LME does not want to take the chance of damaging the New York Commodity Exchange's (Comex) successful copper contract.

The warehouse expansion "shows the exchange's capacity to enable international producers and consumers to make or take delivery of metal in locations appropriate to their needs. The warehouse system enables metal to be delivered rapidly to defuse price 'spikes' says Mr King."

The LME executive has also improved its monitoring of the market and has done some stern talking behind the scenes when it felt traders were overstepping the mark. Next month a formal system of "large position" reporting will begin. Traders will be required to report to the LME daily any futures and options positions held for their own or their clients' accounts that exceed certain limits.

Mr King says the system should not be too burdensome for traders and should give the exchange a better understanding of what is going on in the market. "It is in line with our statutory obligation to maintain an orderly market and shows our determination to keep the market orderly while sticking to our fundamental principle of not interfering with free market forces."

He also hastens to dispel the

idea that LME traders have benefited unduly from the strong growth in the exchange's business. Their income is mainly based on commission income, in turn based on metals prices. Plummeting metals prices over the past two years have cut into trader's profitability, Mr King points out.

Some ring dealing members have left the exchange because profits have been so hard to come by. However, Mr King says the fall in ring-dealing members, from 37 in 1988 to 17 today, results mainly from the introduction of new types of associate broker members who do not sit in the ring. This has taken to 40 the number of LME members who can serve clients' hedging needs.

There have been other changes among the members. Most member companies are now owned by large metals groups or big financial institutions and as a group their financial health has never been stronger. To give additional comfort to clients, the LME in the past year doubled the amount of net worth required of each member.

Anyone involved in this week's celebrations will quickly become aware, from the variety of languages and dialects to be heard, of the LME's international nature.

About 75 per cent of its member companies are owned by non-UK parents. More than 95 per cent of its business comes from overseas - Japan accounts for about 20 per cent, the US 15 to 20 per cent and Europe most of the rest, with Germany, France and Belgium in the fore. There are 380 authorised brands of the six traded metals drawn from 63 countries.

Consequently, the LME contributes a healthy £100m to the UK's invisible earnings. Mr King says there is more to come. In particular, the LME expects to drum up lots of new business in the US as more warehouses are established and more people become aware of what the exchange has to offer.

Indonesia authorises rice imports as drought bites

By Claire Bolderson in Jakarta

PRESIDENT Suharto of Indonesia has approved plans to import rice to boost stocks while the country is in the grip of a severe drought.

Indonesia was once the world's biggest rice importer but has claimed self-sufficiency in its staple food since 1984. Its self-sufficiency is often hailed as one of the significant achievements of President Suharto's government and the decision to announce possible imports is a politically sensitive one.

Press reports yesterday quoted Mr Sukirya Atmadja, vice-chairman of the National Economic Agency (Bulog), which oversees stocks of rice and other major commodities, as saying that the president gave the go-ahead for rice imports at a meeting with military commanders "recently".

"Details of the quantity of the imports and when the imports will be done are not available" Mr Sukirya said.

Western observers based in Jakarta predict that Indonesia will need to import about 200,000 tonnes of rice by the

end of this year and a possible further 300,000 tonnes in early 1992.

However, they say that Indonesia has probably already made some purchases because, given price sensitivities, news of the president's approval for imports would not have been released without some rice having been bought first.

Bulog currently holds rice stocks of just less than 1.4m tonnes but production of unhushed rice in Indonesia this year is expected to drop by 1.07 per cent to 44.7m tonnes because of the prolonged drought.

Officials said recently that some 240,000 hectares of rice fields had been affected by the lack of rain and that so far the harvest had been ruined in about 30,000 hectares.

Water levels in major irrigation dams are very low and the onset of the rainy season is expected to be later than usual this year. Observers say that could delay the November planting season on the island of Java, the centre of Indonesia's rice production.

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New aluminium contract unlikely before mid-1992

By Kenneth Gooding, Mining Correspondent

THE CHANCES of the London Metal Exchange introducing its proposed secondary aluminium contract were no better than 50-50, some LME members suggested yesterday.

The exchange hoped to announce its decision about the contract this month but needs much more time in the light of the difficulties and the substantial opposition it has encountered.

At an LME seminar yesterday, Mr Martin Abbott, director of marketing, said the exchange was unlikely to be in

a position to make a decision about the contract until the middle of next year.

While most issues had been settled, he said difficulties about storing secondary aluminium ingots had still to be dealt with. This aluminium deteriorates over time as dampness and temperature changes cause it to oxidise. Mr Abbott insisted that a solution would be found. For example, a "first in, first out" system of storage was being studied, as was a certification scheme similar to that used for peris-

able soft commodities.

Opponents of the secondary aluminium contract said that this would involve substantial and unwarranted changes in the operation of LME-approved warehouses.

Mr Abbott revealed that, if a contract is introduced, it would almost certainly be based on the German DIN 286 standard and the Japanese JIS A202 standard. However, other grades, notably US 389 alloy, had not been entirely ruled out. The contract would be traded in 20-tonne lots over 15 months and

in US dollars a tonne.

Mr Andy Smith, sales director of Cookson Aluminium, told the seminar that 70 per cent of secondary aluminium was used by the motor industry and the percentage would increase as more of the metal was designed into future vehicles.

Renault and Peugeot, the French vehicle groups, recently had taken the initiative and told suppliers what they were willing to pay for secondary aluminium for the whole of 1992. Without a sec-

ondary aluminium contract the producers could only refuse to supply the metal, losing their market; supply the metal without cover, thereby gambling their businesses; or attempt an imperfect hedge on the LME's primary aluminium contract.

The problem of storing secondary metal was not insurmountable: in dry conditions it could be kept for a year without trouble.

The industry as a whole should welcome the prospect of a secondary aluminium contract, he said.

MARKET REPORT

Gold closed on the London bullion market close to \$380 a troy ounce - but was unable to break through resistance there. Dealers said trading was probably too thin for a convincing rally on the upside. On the LME nickel edged ahead with market sentiment supported by news that French producer Eramet is to close one of the three furnaces at its Doniambo, New Caledonia, smelter for six months in 1992. Production losses will be significant, the company said. Aluminium staged a technical bounce in the afternoon, recovering most of the morning losses. Traders noted that active options business on Friday

included over 2,300 lots of November puts. LME aluminium stocks are expected to rise by another 10,000 to 20,000 tonnes today. Copper prices were easier in the absence of significant news from Zaire and Highland Valley. Subdued conditions also reflected many participants worldwide attending tonight's annual LME dinner in London. In Chicago soybeans were well down at midday in spite of high credit allocations for Soviet purchases. "The inability of the market to rise on friendly news is disappointing to say the least," said one floor trader.

Compiled from Reuters

London Markets

SPOT MARKETS	
Crude oil (per barrel FOB)	+ or -
Dubai	\$18.55-5.00/+0.50
Brent Blend (diesel)	\$21.80-2.00/+0.50
Brent Blend (gas)	\$21.80-1.70/+0.50
WTI (1 pm est)	\$22.90-3.00/+0.50
Oil products	
(NWE prompt delivery per tonne CIF)	+ or -
Premium Gasoline	\$224-235
Gas Oil	\$214-216
Heavy Fuel Oil	\$75-77
Naphtha	\$219-223
Other	
Gold (per troy oz)	\$389.6
Silver (per troy oz)	\$414.0
Platinum (per troy oz)	\$357.8
Palladium (per troy oz)	\$541.4
Copper (US Producer)	112.00
Lead (US Producer)	38.00
Tin (Kuala Lumpur market)	14.85
Tin (New York)	250.00
Zinc (US Prime Western)	82.00
Cattle (live weight)	102.30p
Sheep (dead weight)	111.57p
Pigs (live weight)	75.50p
London daily sugar (raw)	\$22.60
London daily sugar (white)	\$22.60
Tate and Lyle export price	\$22.60
Barley (English feed)	\$14.00
Maize (US No. 3 yellow)	\$3.00
Wheat (US Dark Northern)	\$10.00
Rubber (Nov/91)	\$1.00
Rubber (Dec/91)	\$1.00
Rubber (HSR No 1 Nov)	\$24.50

YEA There were 21,745 packages for the day, reports the Tea Brokers' Association. Landed new season's Assam met more general demand with better medium and quality teas a strong feature at firm to clearer prices. Bright liquoring east Africans met improved demand and often advanced by 3-5p, while plain teas were easier by 1-2p. The limited offerings of Ceylon attracted selective enquiry with a few brighter teas selling readily. Others have met good demand at fairly firm rates. Highest price realised this week was 26p for an Assam p.f. Ceylon quality 200p, medium 115p, low medium 75p.

COCOA - London POKE

	Close	Previous	High/Low
Dec 788	788	788	788
Mar 829	829	829	829
Jun 848	848	848	848
Sep 859	859	859	859
Dec 912	912	912	912
Mar 928	928	928	928
Jun 947	947	947	947

Turnover: 3231 (1000) lots of 10 tonnes
1000 indicator prices (US cents per pound). Daily price for Oct. 4: 982.74 (982.73) 10 day average for Oct. 4: 984.11 (982.27)

COFFEE - London POKE

	Close	Previous	High/Low
Nov 484	482	481	477
Dec 507	510	511	502
Mar 528	535	535	522

Turnover: 1625 (1715) lots of 5 tonnes
1000 indicator prices (US cents per pound) for Oct. 4: Comp. daily 98.98 (98.67) 15 day average 98.40 (98.30)

SUGAR - London POKE

	Close	Previous	High/Low
Dec 187.40	187.40	187.40	187.40
Mar 187.40	187.40	187.40	187.40
Jun 187.40	187.40	187.40	187.40
Sep 187.40	187.40	187.40	187.40
Dec 187.40	187.40	187.40	187.40
Mar 187.40	187.40	187.40	187.40
Jun 187.40	187.40	187.40	187.40
Sep 187.40	187.40	187.40	187.40

Turnover: 1161 (745) lots of 50 tonnes
Parity white (FF: per tonne): N/A

CRUDE OIL - IPE

	Close	Previous	High/Low
Nov 21.65	21.44	21.68	21.28
Dec 21.75	21.60	21.80	21.10
Mar 21.16	20.96	21.20	20.55
Jun 20.88	20.58	20.88	20.80
Apr 20.48	20.70	20.48	20.48
IFR Index	21.45	21.39	21.45

Turnover: 12822 (17551)

GAS OIL - IPE

	Close	Previous	High/Low
Oct 210.75	207.50	210.75	205.50
Nov 211.75	208.25	211.75	207.50
Dec 212.25	210.00	212.25	205.50
Jan 210.25	208.00	210.25	207.50
Feb 203.50	202.50	203.50	201.75
Mar 195.00	194.50	195.75	194.00
Apr 190.00	187.50	190.00	188.00
Jun 180.00	179.00	180.00	178.00

Turnover: 12811 (18335) lots of 100 tonnes

YEA

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WORLD COMMODITIES PRICES

	Close	Previous	High/Low
Aluminium, 99.7% purity (5 per tonne)	1117-18	1117-18	1107-8
3 months	1143-4	1144-5	1138-7
6 months	1148-9	1149-10	1138-7
12 months	1148-9	1149-10	1138-7

Aluminium, 99.7% purity (5 per tonne)
Total daily turnover - lots

COPPER, GRADE A (5 per tonne)

High/Low	Cash	5520-30
1 477	3 months	5580-5
1 502	Zinc, Special High Grade	
3 322	Cash	985-8

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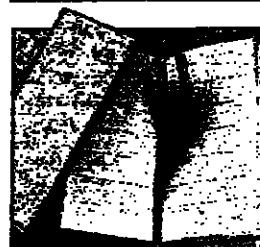


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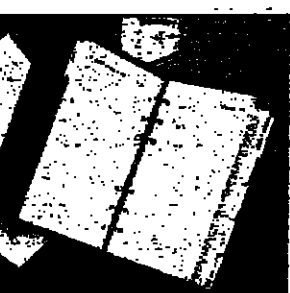
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Desk Diary, black leather-cloth	DC		25.67		25.50	23.00	29.40
FT Pink Desk Diary	DP		30.14		26.80	26.80	31.70
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Pocket Diary, burgundy *bonded leather	PB		12.75		11.05	10.90	11.35
Pocket Diary, black leather-cloth	PC		11.52		10.05	9.90	10.35
FT Pink Pocket Diary	PP		13.34		11.60	11.50	12.25
Slimline Pocket Diary	SP		11.57		10.10	9.90	10.40
Wallet Diary	WD		21.81		19.10	18.80	19.60
Wallet: Black (to fit PL + PC)	WL		25.32		21.80	21.70	22.15
Burgundy (to fit PB)	WB		25.32		21.80	21.70	22.15
Black (to fit PP)	WP		27.91		24.05	23.90	24.40
PERSONAL ORGANISERS							
Personal Organiser, black leather	POL		48.00		43.10	41.90	44.90
Personal Organiser, burgundy leather	POB		48.00		43.10	41.90	44.90
PERSONALISATION							
Initials only (up to 4 characters)	I		2.47		2.10	2.10	2.10
Names (up to 20 characters)	ISN		4.41		3.75	3.75	3.75
						TOTAL £	

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Switch Rsp	16	+1	
Insto Gold Mins	53 1/2	+1	Q20c
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Permia West	53	-1	
Helix Mins. Irsp	35		
Denmore	8	-2	n
Arctic Resources	16		n
Phosphate Exp. CS1	43 1/2	+3	n

th West Exp.	5				
th Gold Hldg.	125				
th Gold R 2p.	16	-1			
th Mining 20p.	18				
th 20p.	559	-7	19.5	1.7	4.
th Corp Res, Inc.	184				
th Hldg 5p.	7				
th Pac Rail	79	+5	5.2	1.8	5.
th Group 10p.	128				

NOTES

1. dealing classifications are indicated to the right of the share.

2. Alpha refers to shares traded through a market maker and with a normal market size based on the existence of how many of its shares are held.

3. Beta refers to all other shares.

4. to other traded instruments.

[illegible]

any UK listed; dealings permitted under re

listed on Stock Exchange and company is
to same degree of regulation as listed securities

any of suspension
dividend after pending scrip and/or rights issue
as to previous dividend or forecast.
or reorganisation in progress
rable
dividend; reduced final and/or reduced earnings
dividend; cover based on earnings updated by latest
statement
as for conversion of shares not now ranking fr
or ranking only for restricted dividend.
not allow for shares which may also rank fr

[illegible]

x = ex dividend; x = ex scrip issue; x = ex rights; m =
 distribution.

IRISH & IRISH STOCKS

This is a selection of Regional and Irish stocks, all of which are quoted in Irish currency.

IRISH	640		
IRISH	25		
IRISH	1985		
IRISH	594		
IRISH	530 1/2		
IRISH	£114 1/4		
IRISH	200		
Hilton Hbbs	38	
IRG	125	
United Drug	175	

ADDITIONAL OPTIONS		
3-month call rates		
	P & O Dfd.	41
	Racal Elect.	23
	Rawl.	35
	Rank Gry Ord.	12
	Ratners	35
	Reed Intef.	81
	Sears	35
	Smiki, Beecham A.	33
	TI.	59
	TSB	21
	Tesco.	11

34	Tidefin	15
39	T&M	64
40	Unilever	60
55	Vickroy	56
55	Wellcome	60
35		
38		
39		
42		
40		
40		
5		
5		
20		
11		
43		
16		

Property

34	Brit Land	27
40	Control Sols	2
40	Land Securities	42
5	MEPC	41
5	Mounsligh	4

Oils

110	Aviva Petim	3
67	Britz Petroleum	26
14	Burnham Control	47
28	Conroy Pellico	8
55	Gacific Res	1
17	Premier	4
91	Shah	40
21	Tuskar Res	1
93	Ultramar	20
16		
30		
12		
20		
29		
26		

Mines		
20	Lombro	20
46	RTZ	46

available to companies whose shares are regularly listed on the London Stock Exchange for a fee of £1,250 a year for each share, subject to the Editor's discretion.

ET MANAGED FUNDS SERVICE

● Current Unit Trust prices are available on FT Cityline, call 0836 430000. Calls charged at 36p/minute, plus 10p at all other times. To obtain your free Unit Trust Code Booklet call 071-825-2129.

**AUTHORISED
UNIT TRUSTS**[illegible]

● Current Unit Trust prices are available on FT Cityline, call 0836 430000. Calls charged at 36p/minute (peak rate) and 48p/minute at all other times. To obtain your free Unit Trust Code Booklet call 071-925-2128

Aug 01
1992

FT MANAGED FUNDS SERVICE[illegible]

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Markets await G-7, US data

THE FOREIGN EXCHANGE markets were in a subdued mood yesterday as dealers waited for important US economic data on Friday and the Group of Seven finance ministers' meeting at the weekend.

The economic reports - producer prices and retail sales - have assumed a greater importance because the market believes it may prompt the US Federal Reserve to ease monetary policy.

Most of the recent figures on output and growth suggest the US economy is slowly recovering from recession. But the latest money supply figures have not been encouraging and with some of the key monetary indicators growing by less than the Federal Reserve's targets there is a widespread belief that there will soon be a reduction in rates.

Last week the dollar was depressed by speculation that rates would be cut after the September employment report was released. In the event, the employment report painted a mixed picture of the economy.

However, even if Friday's numbers are disappointing the Federal Reserve may not order an immediate easing. Mr David

Simmonds of Midland Montagu said the Fed will wait until the G-7 meeting is over before moving on rates.

In any event, the dollar is

expected to remain trapped in a range between DM1.66 and DM1.68. Yesterday the dollar had an upward bias, although that was largely reaction to the Bank of England's decision to break below DM1.66 last week.

The dollar closed higher at DM1.6795 from DM1.6775; at SF1.4720 from SF1.4670; and at FFfrs.7125 from FFfrs.7125. The dollar's index, calculated by the Bank of England, was unchanged at 64.2.

Speculation that the Group of Seven will agree to a revaluation of the yen led to further gains for the Japanese currency. Most of the action took place in the Tokyo market where the large institutional investors were active buyers.

Many currency dealers also believe that the Japanese monetary authorities are happy to see the yen appreciate before the G-7 meeting in order to avoid accusations at home of

giving up to American pressure. A rise in the yen would also be helpful when the Bank of Japan makes its expected half point cut in the official discount rate - currently standing at 5.5 per cent.

The dollar closed lower at Y128.40 from Y129.55, sterling eased to Y224.50 from Y236.25, while the mark slipped to Y76.88 from Y77.55.

Within the European Exchange Rate Mechanism, the D-Mark was weaker while the French franc recovered from the political worries of last week.

Sterling was lower as opinion polls continued to put the Labour party ahead of the ruling Conservative party. Sterling closed lower at DM2.9150 from DM2.9175; at \$1.7355 from \$1.7390; and at FFfrs.9225 from FFfrs.9250. But it rose to SF1.2550 from SF1.2525. Sterling's exchange rate index dropped 0.2 to 50.7.

EMS EUROPEAN CURRENCY UNIT RATES

	Unit	Current	% Change	% Spread	Divergence
			Central	Central	Indicator
Spanish Peseta	166.64	129.42	-11.15	4.46	54
Italian Lira	1336.27	129.42	-4.49	1.68	27
Belgian Franc	33.36	129.42	-4.49	1.68	27
D-Mark	2.3636	129.42	-4.49	1.68	27
French Franc	6.5595	129.42	-4.49	1.68	27
German Mark	1.936	129.42	-4.49	1.68	27
British Pound	1.63	129.42	-4.49	1.68	27
Swedish Krona	10.46	129.42	-4.49	1.68	27
Portuguese Escudo	200.48	129.42	-4.49	1.68	27
Irish Punt	7.8756	129.42	-4.49	1.68	27
Spanish Peseta	166.64	129.42	-11.15	4.46	54
Italian Lira	1336.27	129.42	-4.49	1.68	27
Belgian Franc	33.36	129.42	-4.49	1.68	27
D-Mark	2.3636	129.42	-4.49	1.68	27
French Franc	6.5595	129.42	-4.49	1.68	27
German Mark	1.936	129.42	-4.49	1.68	27
British Pound	1.63	129.42	-4.49	1.68	27
Swedish Krona	10.46	129.42	-4.49	1.68	27
Portuguese Escudo	200.48	129.42	-4.49	1.68	27
Irish Punt	7.8756	129.42	-4.49	1.68	27

Source: European Central Bank. Percentages are for % change from previous day's closing rate. Percentages are for % change from previous day's closing rate. Percentages are for % change from previous day's closing rate.

Forward premiums and discounts apply to the US dollar.

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FINANCIAL FUTURES AND OPTIONS

LIFE LONG GILT FUTURES OPTIONS

Strike	Call	Put	Settlement
100	0.01	0.01	0.01
101	0.02	0.02	0.02
102	0.03	0.03	0.03
103	0.04	0.04	0.04
104	0.05	0.05	0.05
105	0.06	0.06	0.06
106	0.07	0.07	0.07
107	0.08	0.08	0.08
108	0.09	0.09	0.09
109	0.10	0.10	0.10
110	0.11	0.11	0.11
111	0.12	0.12	0.12
112	0.13	0.13	0.13
113	0.14	0.14	0.14
114	0.15	0.15	0.15
115	0.16	0.16	0.16
116	0.17	0.17	0.17
117	0.18	0.18	0.18
118	0.19	0.19	0.19
119	0.20	0.20	0.20
120	0.21	0.21	0.21
121	0.22	0.22	0.22
122	0.23	0.23	0.23
123	0.24	0.24	0.24
124	0.25	0.25	0.25
125	0.26	0.26	0.26
126	0.27	0.27	0.27
127	0.28	0.28	0.28
128	0.29	0.29	0.29
129	0.30	0.30	0.30
130	0.31	0.31	0.31
131	0.32	0.32	0.32
132	0.33	0.33	0.33
133	0.34	0.34	0.34
134	0.35	0.35	0.35
135	0.36	0.36	0.36
136	0.37	0.37	0.37
137	0.38	0.38	0.38
138	0.39	0.39	0.39
139	0.40	0.40	0.40
140	0.41	0.41	0.41
141	0.42	0.42	0.42
142	0.43	0.43	0.43
143	0.44	0.44	0.44
144	0.45	0.45	0.45
145	0.46	0.46	0.46
146	0.47	0.47	0.47
147	0.48	0.48	0.48
148	0.49	0.49	0.49
149	0.50	0.50	0.50
150	0.51	0.51	0.51
151	0.52	0.52	0.52
152	0.53	0.53	0.53
153	0.54	0.54	0.54
154	0.55	0.55	0.55
155	0.56	0.56	0.56
156	0.57	0.57	0.57
157	0.58	0.58	0.58
158	0.59	0.59	0.59
159	0.60	0.60	0.60
160	0.61	0.61	0.61
161	0.62	0.62	0.62
162	0.63	0.63	0.63
163	0.64	0.64	0.64
164	0.65	0.65	0.65
165	0.66	0.66	0.66
166	0.67	0.67	0.67
167	0.68	0.68	0.68
168	0.69	0.69	0.69
169	0.70	0.70	0.70
170	0.71	0.71	0.71
171	0.72	0.72	0.72
172	0.73	0.73	0.73
173	0.74	0.74	0.74
174	0.75	0.75	0.75
175	0.76	0.76	0.76
176	0.77	0.77	0.77
177	0.78	0.78	0.78
178	0.79	0.79	0.79
179	0.80	0.80	0.80
180	0.81	0.81	0.81
181	0.82	0.82	0.82
182	0.83	0.83	0.83
183	0.84	0.84	0.84
184	0.85	0.85	0.85
185	0.86	0.86	0.86
186	0.87	0.87	0.87
187	0.88	0.88	0.88
188	0.89	0.89	0.89
189	0.90	0.90	0.90
190	0.91	0.91	0.91
191	0.92	0.92	0.92
192	0.93	0.93	0.93
193	0.94	0.94	0.94
194	0.95	0.95	0.95
195	0.96	0.96	0.96
196	0.97	0.97	0.97
197	0.98	0.98	0.98
198	0.99	0.99	0.99
200	1.00	1.00	1.00

Estimated volume: 1,000 contracts. Previous day's open: 1,000 contracts. Previous day's close: 1,000 contracts.

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3:15 pm prices October 7

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Company	Price	Change
1st Nat Bank	100.00	+0.12
2nd Nat Bank	98.50	-0.05
3rd Nat Bank	102.00	+0.08
4th Nat Bank	99.75	-0.10
5th Nat Bank	101.25	+0.03
6th Nat Bank	97.80	-0.15
7th Nat Bank	103.50	+0.05
8th Nat Bank	96.25	-0.20
9th Nat Bank	104.00	+0.10
10th Nat Bank	95.00	-0.18
11th Nat Bank	105.50	+0.07
12th Nat Bank	94.75	-0.22
13th Nat Bank	106.00	+0.09
14th Nat Bank	93.50	-0.25
15th Nat Bank	107.00	+0.11
16th Nat Bank	92.25	-0.28
17th Nat Bank	108.00	+0.13
18th Nat Bank	91.00	-0.30
19th Nat Bank	109.00	+0.15
20th Nat Bank	90.00	-0.32
21st Nat Bank	110.00	+0.17
22nd Nat Bank	89.00	-0.35
23rd Nat Bank	111.00	+0.19
24th Nat Bank	88.00	-0.38
25th Nat Bank	112.00	+0.21
26th Nat Bank	87.00	-0.40
27th Nat Bank	113.00	+0.23
28th Nat Bank	86.00	-0.42
29th Nat Bank	114.00	+0.25
30th Nat Bank	85.00	-0.45
31st Nat Bank	115.00	+0.27
32nd Nat Bank	84.00	-0.48
33rd Nat Bank	116.00	+0.29
34th Nat Bank	83.00	-0.50
35th Nat Bank	117.00	+0.31
36th Nat Bank	82.00	-0.52
37th Nat Bank	118.00	+0.33
38th Nat Bank	81.00	-0.55
39th Nat Bank	119.00	+0.35
40th Nat Bank	80.00	-0.58
41st Nat Bank	120.00	+0.37
42nd Nat Bank	79.00	-0.60
43rd Nat Bank	121.00	+0.39
44th Nat Bank	78.00	-0.62
45th Nat Bank	122.00	+0.41
46th Nat Bank	77.00	-0.65
47th Nat Bank	123.00	+0.43
48th Nat Bank	76.00	-0.68
49th Nat Bank	124.00	+0.45
50th Nat Bank	75.00	-0.70
51st Nat Bank	125.00	+0.47
52nd Nat Bank	74.00	-0.72
53rd Nat Bank	126.00	+0.49
54th Nat Bank	73.00	-0.75
55th Nat Bank	127.00	+0.51
56th Nat Bank	72.00	-0.78
57th Nat Bank	128.00	+0.53
58th Nat Bank	71.00	-0.80
59th Nat Bank	129.00	+0.55
60th Nat Bank	70.00	-0.82
61st Nat Bank	130.00	+0.57
62nd Nat Bank	69.00	-0.85
63rd Nat Bank	131.00	+0.59
64th Nat Bank	68.00	-0.88
65th Nat Bank	132.00	+0.61
66th Nat Bank	67.00	-0.90
67th Nat Bank	133.00	+0.63
68th Nat Bank	66.00	-0.92
69th Nat Bank	134.00	+0.65
70th Nat Bank	65.00	-0.95
71st Nat Bank	135.00	+0.67
72nd Nat Bank	64.00	-0.98
73rd Nat Bank	136.00	+0.69
74th Nat Bank	63.00	-1.00
75th Nat Bank	137.00	+0.71
76th Nat Bank	62.00	-1.02
77th Nat Bank	138.00	+0.73
78th Nat Bank	61.00	-1.05
79th Nat Bank	139.00	+0.75
80th Nat Bank	60.00	-1.08
81st Nat Bank	140.00	+0.77
82nd Nat Bank	59.00	-1.10
83rd Nat Bank	141.00	+0.79
84th Nat Bank	58.00	-1.12
85th Nat Bank	142.00	+0.81
86th Nat Bank	57.00	-1.15
87th Nat Bank	143.00	+0.83
88th Nat Bank	56.00	-1.18
89th Nat Bank	144.00	+0.85
90th Nat Bank	55.00	-1.20
91st Nat Bank	145.00	+0.87
92nd Nat Bank	54.00	-1.22
93rd Nat Bank	146.00	+0.89
94th Nat Bank	53.00	-1.25
95th Nat Bank	147.00	+0.91
96th Nat Bank	52.00	-1.28
97th Nat Bank	148.00	+0.93
98th Nat Bank	51.00	-1.30
99th Nat Bank	149.00	+0.95
100th Nat Bank	50.00	-1.32

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FT SURVEYS

FT SURVEYS

AMERICA

Westinghouse interim results take toll on Dow

Wall Street

A BIG third-quarter loss and billion-dollar charge at Westinghouse took its toll on share prices yesterday, writes Patrick Harrington in New York.

By 1.30 pm the Dow Jones Industrial Average was down 10.28 at 2,851.49. The more broadly based Standard & Poor's 500 was also weaker at mid-session, falling 1.00 to 380.24 by 1 pm, while the Nasdaq composite of over-the-counter stocks dropped 3.26 to 517.14. Volume on the NYSE was 50m shares by 1 pm.

After Friday's 23-point fall on the Dow, the market opened in a nervous mood. Although hopes of an interest rate cut has provided some support for share prices (and Friday's key September retail sales and producer prices data could give the Federal Reserve an excuse to ease policy) fears about what the third-quarter reporting season will reveal about corporate earnings have dominated.

Those fears were realised yesterday when Westinghouse Electric released its July to September numbers and announced plans to raise \$800m in new equity. The loss of \$4.86 a share compared with a modest gain of 87 cents a share at the same stage a year ago, included a \$1.89bn charge to cover losses at its financial subsidiary, Westinghouse Credit, which lost \$1.19bn in the quarter.

After a delayed opening owing to an order imbalance on the sell side, Westinghouse fell 2%, or more than 10 per cent, to \$19.94, on turnover of more than 2m shares.

The fact that Westinghouse's troubles stemmed primarily from bad real estate loans and investments at its financial services unit hurt other companies in related businesses. American Express, already unsettled by high default rates on one of its credit cards, fell another 3% to \$20.71, while General Electric, which has a large financial services subsidiary, lost 2% to \$67.74.

McDonnell Douglas bucked

the trend, rising 2% to \$61.14 on the news that the company has signed a \$400m credit agreement, an indication that its lender banks have confidence in the aircraft and defence group.

IBM firmed 3% to \$99 in active trading, buoyed up by forecasts from analysts of a strong fourth quarter and 1992 fiscal year. Mr Daniel Mendres, analyst with Merrill Lynch, upgraded his intermediate term rating on IBM stock from "neutral" to "above average" and lifted his 1992 forecast from \$5.49 a share to between \$9 and \$10 a share. IBM is due to release its third quarter results a week today, and the market is expecting profits to be between 25 cents and 30 cents a share.

National Medical Enterprises slumped 2% to \$17 on reports that federal and state investigators were looking into allegations of fraud at health insurance companies.

On the over-the-counter market, Amgen jumped 1% to \$54.14 in volume of 1.8m shares, after the US Supreme Court denied a request from Genetics Institute to overturn decisions taken by lower courts that validated Amgen's patent on the anti-anemia drug, Epo. The news sent Genetics Institute shares tumbling 1% to \$38.74.

Canada

TORONTO stocks drifted lower in slow midday trade, as nervousness over third-quarter earnings and the strength of the recovery in the US economy continued to dominate. The composite index lost 14.6 to 3,384.3. Declining issues led advances by 240 to 158 on volume of 12.6m shares valued at C\$28.5m.

Central Guaranty Trustco dropped 3.1% to C\$6 in volume of 61,000 shares. Montreal Trustco said it has ended negotiations for a possible purchase of a subsidiary of Central Guaranty Trustco.

Among active stocks, CAE Industries was steady at C\$7.74, TransCanada Pipe fell C\$1 to C\$16.84 and Nova Corp fell C\$1 to C\$7.

EUROPE

Continent starts the week lower but in thin volume

MOST BOURSES fell yesterday, but the losses came in thin volume. Worries about Wall Street, which opened lower after Friday's decline, weighed on several markets, writes Our Markets Staff.

FRANKFURT drifted below the psychologically important barrier of 1,600 on the DAX index for the first time since August. But dealers said they were not unduly concerned by the drop, which was the result of traders marking down prices and not of selling pressure from institutions.

The real-time DAX index ended 13.07 down at 1,588.66, just above the day's low of 1,588.64, while the FAZ index, calculated at mid-session, fell 3.01 to 861.15. Volume was estimated at 1.2m shares, more than Friday's DM3.03bn.

There was little corporate news to give the market fresh direction. Dealers said that trading could remain in a narrow range until the government's decision on whether to impose a withholding tax on fixed-interest income, due around November 5.

Engineering and car shares were weak, as Linde fell DM9 to DM793 while MAN dropped DM2.50 to DM368.50. Volkswagen dropped DM5.50 to DM346 and BMW lost DM6 to DM476.

MILAN continued to slip, as

investors were unwilling to commit themselves ahead of the close of the October trading month on October 16. The Comit index fell 3.85 to 536.18 in volume estimated at less than Friday's L91bn.

Olvesti provided the exception as it rose 3.3 per cent or L105 to L3,250. There were few reasons for the rise, apart from reports that the company was supporting its own stock.

Cir, the De Benedetti holding company, eased L30 to L2,410, but rose to L2,450 after hours. Elsewhere, Fiat fell L21 to L5,169.

The insurance sector continued to be weak, with Generali falling L390 to L24,560 and Ras down L150 to L17,350.

PARIS fell in thin trading but ended above its lows, as the spotlight was turned on Eurotunnel. The CAC 40 index closed 8.33 down at 1,843.58, after falling to 1,836.17 earlier in the session. Turnover was less than Friday's FF2.1bn.

Eurotunnel dropped FF2.10 or 4 per cent to FF49.96, after reaching a 2-day low of FF48.80, in volume of 1.55m shares. The market was worried that the opening of the Channel tunnel could be delayed. The company also postponed the payment of its first dividend until 2000.

Club Méditerranée, the lei-

FT-SE Eurotrack 100 - Oct '7									
Hourly changes									
Open	11 am	Noon	1 pm	2 pm	3 pm	4 pm	Close		
1053.65	1054.17	1053.96	1053.26	1052.50	1051.65	1051.98	1052.53		
Day's High				1054.82	Day's Low				1051.65
Oct 4	1058.21	Oct 3	1102.18	Oct 2	1104.34	Oct 1	1105.95	Sep 30	1100.47
Base value 1000 (28/10/90)									

Base value 1000 (20/10/90)

sure group, backed the trend, rising FF4.80 to FF458.80. The company said that the future of its airline businesses was under consideration but a decision had not yet been reached.

Peugeot shed FF6 to FF760 before announcing a fall in first-half net profits of 54 per cent, slightly better than expectations.

Générale des Eaux dropped FF42 to FF2,385 in 32,360 shares, on fears that a 3 per cent stake placed privately last week would find its way on to the market.

MADRID's general index rose 1.65 to 266.96 in turnover of Ptas1.2bn after Ptas15bn.

Activity centred on utilities.

Fecsa fell Ptas20 or 3.5 per cent to Ptas732 in heavy volume of 1.16m shares. The stock was requoted after its suspension on September 27, when Endesa, the state-controlled utility, announced the terms of its offer for a further 25 per cent

Portugal									
Open	11 am	Noon	1 pm	2 pm	3 pm	4 pm	Close		
2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600		

Base value 1000 (20/10/90)

of Fecsa - a move opposed by Iberdrola, the leading private sector utility.

Unión Fenosa gained Ptas9 to Ptas575 in 1.08m shares and Telefónica, the telecommunications group, rose Ptas25 to Ptas1,195 in 2.57m shares.

STOCKHOLM closed lower in thin trading as the market waited for more details from the government on its intention to abolish turnover tax on stock transactions. The Affärsvärden General index declined 11.3 to 1,018.0 in turnover of just SKr195m after SKr261m.

Electrolux free B shares closed SKr5 lower at SKr252 after news on Friday that its US subsidiary, White Consolidated, would be sued to acknowledge responsibility for \$100m in unfunded benefit liabilities.

LISBON responded to the weekend's election results with another rise. The market had expected the ruling Social

Lisbon BTA Index									
Open	11 am	Noon	1 pm	2 pm	3 pm	4 pm	Close		
2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600		

Base value 1000 (20/10/90)

Democrats to win, but not by such a large margin, according to Mr John Ferreira of Carnegie International. The BTA index, which gained 34.4 on Friday, added another 13.7 to 2,247.0 by 2 pm yesterday.

Falling inflation and good earnings growth by leading companies could attract further foreign buying, and keep the current momentum going, said Mr Ferreira. The market has risen only 5 per cent so far this year, compared with a gain of 18 per cent for Europe as a whole.

BRUSSELS closed mixed in moderate trading. The Bel20 index eased 1.43 to 1,101.01 in turnover of FF570m.

Société Générale de Belgique									
Open	11 am	Noon	1 pm	2 pm	3 pm	4 pm	Close		
2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600		

Base value 1000 (20/10/90)

closed up BFR45 at BFR2,100 with 18,400 shares traded on the eve of its first-half results, expected to be better than forecast.

AMSTERDAM failed to hold on to early gains. The CBE Tendency index was off 0.7 at 88.7. Among blue chips, Unilever fell F1.50 to F1,161.80 while Hoogovens shed F1.80 to F1,520.

KURICH fell in uncertain trading, following news that the stamp tax on securities transactions could be reformed. The Credit Suisse index fell 4.10 to 514.3.

News that Swiss inflation had risen 0.2 per cent in September from August and 5.7 per cent year on year was within expectations and had little impact.

OSLO fell further in lethargic trading. The all-share index lost 7.58 or 1.6 per cent to 476.22 in turnover of Nkr115m.

SOUTH AFRICA

JOHANNESBURG was boosted by further gains in gold shares as bullion held firm at \$380. The all-gold index ended 2.1 higher at 1,196 while the industrial index firmed 17 to 4,078. The all-share index added 21 to 8,410.

HONG KONG continued to

consolidate after last week's record highs. The Hang Seng index eased 7.34 to 4,960.57 in modest turnover of HK\$1,066m, down from HK\$1,630m.

SINGAPORE slipped in thin trading. The Straits Times Industrial index edged 7.94 lower to 1,345.26 as volume declined to 30m shares from 34.5m. KUALA LUMPUR also eased further, the composite index losing 4.86 to 508.25 in volume of 25m shares (22.6m).

TAIWAN moved higher in quiet trading. The weighted index, which gained 53.95 on Saturday, added 20.99 to 4,817.65 in turnover of T\$130m, up from T\$95.5m. SEOL inched upwards, with the composite index improving 1.36 to 713.88 in turnover of Won424m, up from Saturday's half-day total of Won342m.

ASIA PACIFIC

Nikkei falls as nervous investors stay on sidelines

Tokyo

SHARE PRICES fell in thin trading yesterday, as nervousness over third-quarter earnings and the strength of the recovery in the US economy continued to dominate. The composite index lost 14.6 to 3,384.3. Declining issues led advances by 240 to 158 on volume of 12.6m shares valued at C\$28.5m.

Central Guaranty Trustco dropped 3.1% to C\$6 in volume of 61,000 shares. Montreal Trustco said it has ended negotiations for a possible purchase of a subsidiary of Central Guaranty Trustco.

Among active stocks, CAE Industries was steady at C\$7.74, TransCanada Pipe fell C\$1 to C\$16.84 and Nova Corp fell C\$1 to C\$7.

Ministry may order the Big Four securities houses - Nomura, Daiwa, Nikko and Yamachiji - to suspend business caused some nervousness. Investment trusts and foreigners were seen selling, and individuals who had been looking for short-term gains also took to profit-taking.

Export-oriented high-technology issues lost ground on the higher yen, which gained Y0.67 to Y129.53 against the dollar on speculation that the authorities would allow it to appreciate. TDK fell Y190 to Y5,130 and NEC Y90 to Y1,290.

On the other hand, oil-related issues rose on expectations that the higher yen would reduce oil import costs. Showa Shell Sekiyu, the oil refiner, put on Y30 to Y1,980. All Nippon Airways, the leading airline, gained Y10 to

Y1,480 on hopes that lower oil prices would improve profits.

Sections that are not affected by currency movements, such as construction and road builders, advanced. Roadbuilders are expected to be beneficiaries of the government's public works investment.

Maeda Road Construction added Y60 to Y3,040 and Nippon Hodo Y20 to Y3,020.

Kyowa Hakko Kogyo, the chemical company, appreciated Y10 to Y1,420 in active trading, as reports that the company had succeeded in extracting an anti-cancer agent from a bee-hive compound encouraged investors.

In Osaka, the OSE average

recoded 149.94 to 26,859.48 in volume of 19.5m shares. Nintendo, the game maker, shed Y600 to Y13,700 on the stronger yen, while Mori Seiki, the

machinery tool maker, lost Y100 to Y3,300 on reports of a 30 per cent fall in pre-tax profits for the current fiscal year.

Roundup

THE FALL in Japan depressed most Pacific Rim markets yesterday.

BANGKOK fell sharply on profit-taking. The SET index dropped 18.91 or 2.8 per cent to 645.56 in turnover of Bt2.42bn. Among the day's losers, Siam Cement lost Bt14 to Bt556, Siam City Cement Bt5 to Bt119 and Jalapathan Cement Bt18 to Bt594.

MANILA built on Friday's

2.9 per cent gain, although profit-taking set in as the composite index neared the 1,000 resistance level.

The index closed 10.72 higher at 988.99 in turnover of 122m

pesos, down from 137m pesos. First Philippine Holdings, an affiliate of Meralco, the power company, rose 0.50 to 22.75 pesos on news that a court had freed a portion of its sequestered state-held shares.

AUSTRALIA slipped in quiet trading. The All Ordinaries index relinquished 7.5 to 1,579.2 as turnover eased to A\$177m from A\$188m, partly because of a public holiday in New South Wales and the Australian Capital Territory.

NEW ZEALAND was also

affected by the Australian holiday, as the NZSE-40 index fell 15.95 or 1.1 per cent to 1,440.89 in much reduced turnover of NZ\$8.5m, against NZ\$14m.

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Japan continues to support rest of world

MARKETS IN PERSPECTIVE

	% change in local currency	% change in US \$	% change in US \$
	1 Week	4 Weeks	1 Year
Austria	-1.06	-5.19	+2.75
Belgium	-1.58	-2.19	+2.75
Denmark	-0.33	-2.75	+13.79
Finland	+0.88	-13.11	-7.33
France	-1.34	-0.30	+18.56
Germany	-0.57	-3.48	+8.15
Ireland	-1.39	-2.02	+13.32
Italy	-0.31	-3.27	+8.83
Netherlands	-0.46	-0.43	+14.88
Norway	-2.17	-4.89	-12.42
Spain	-2.90	-1.73	+21.61
Sweden	-0.85	-3.69	+11.25
Switzerland	+1.21	-1.86	+19.59
UK	+0.70	-1.73	+27.61
EUROPE	-0.86	-2.13	+17.72
Australia	+2.04	+1.07	+19.62
Hong Kong	+2.98	+1.78	+43.64
Japan	+3.13	+2.09	+17.42
Malaysia	-3.61	-7.86	-6.20
New Zealand	-0.53	+1.12	-10.40
Singapore	-0.24	-5.52	+21.25
Canada	-0.35	-3.48	+3.48
USA	-1.22	-1.89	+22.97
Mexico	+0.04	-1.02	+157.66
South Africa	+2.88	-0.88	+22.62
WORLD INDEX	+0.83	+0.84	+19.69

† Based on October 4th 1991. Copyright, The Financial Times Limited, Goldman, Sachs & Co. and County NatWest Securities

By Antonia Sharpe

JAPAN consolidated its newly found position as the locomotive for world stock markets last week, as the US and Europe faltered. According to the FT-Actuaries World Index, the world index rose 0.8 per cent, with Japan in local currency terms, but excluding Japan it would have declined by 0.6 per cent.

Tokyo's 3.1 per cent rise, the best of the week, was triggered by the Bank of Japan's decision to lower reserve requirements for commercial banks, thus indirectly easing credit.

The increase in daily volume to about 600m shares, from about 450m the previous week, and strength in the bond market and the yen raised hopes that the rally would continue. In its weekly review, Nomura International says the yen's climb against the dollar could lead to some weakness in export-related shares. "This could be the ideal time to purchase these stocks, particularly if you favour the scenario that the US economy will show signs of improvement in the new year," the broker says.

Nomura, however, maintains a cautious approach to the stock market in general, because of possible earnings disappointments.

The Pacific Rim provided the week's second-best performance, Hong Kong, and the worst, Malaysia. Hong Kong reached a record high and gained 2.9 per cent on the week, propelled by heavy overseas buying. Poor economic prospects pushed Malaysia down by 3.6 per cent, bringing its loss so far this year to 7.5 per cent the worst showing in the FT-A index.

In Europe, Spain stood out with a 2.9 per cent drop, dragged down by a weak construction sector following news of a cutback in infrastructure spending. In its October review, Hoare Govett says with its unusual weight position on the Spanish market. "Aside from the prospect of marginally lower interest rates as inflation subsides, there is little in the pipeline that could conceivably alter sentiment for the Spanish market this year," the broker says.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	FRIDAY OCTOBER 4 1991							THURSDAY OCTOBER 3 1991							DOLLAR INDEX	
Figures in parentheses show number of times of stock	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1991 High	1991 Low	Year ago (approx)
Australia (69)	152.90	+0.2	130.36	125.59	133.35	128.08	+0.2	4.74	152.82	129.28	126.14	132.11	127.80	153.54	112.74	133.36
Austria (20)	173.72	-1.7	153.22	147.03	156.35	151.11	-1.1	1.81	172.76	146.18	143.05	152.37	154.17	174.11	151.77	157.69
Belgium (47)	129.50	+0.0	110.40	106.36	112.93	110.33	+0.8	5.57	129.50	109.89	107.02	112.10	108.70	151.20	118.04	132.25
Canada (114)	134.95	-0.5	115.05	110.84	117.88	110.81	-0.5	3.43	135.62	114.87	112.08	111.11	114.22	127.69	127.27	127.27
Denmark (37)	287.75	-1.3	240.67	221.24	221.24	221.24	-0.2	2.22	287.75	221.24	221.24	221.24	221.24	270.56	274.14	270.56
Finland (15)	86.07	-0.3	73.38	70.70	73.74	70.70	+0.6	3.30	86.31	73.10	71.33	74.73	73.27	84.42	71.33	73.27
France (109)	141.75	-1.4	120.85	116.43	123.61	127.02	-0.7	3.49	143.75	121.75	118.80	124.13	127.91	152.26	119.11	131.72
Germany (88)	138.02	-1.0	120.79	116.40	124.81	124.81	-0.3	2.57	138.02	120.79	116.40	124.81	124.81	125.35	124.81	124.81
Hong Kong (20)	158.50	-0.4	143.87	138.43	146.98	146.98	-0.2	2.57	158.50	138.43	138.43	146.98	146.98	146.98	146.98	146.98
Ireland (15)	158.90	-0.8	136.47	130.83	136.58	136.58	-0.2	3.57	158.90	136.57	132.39	136.58	140.46	142.46	132.39	136.58
Italy (77)	72.05	-1.8	61.45	59.20	62.85	67.45	-1.2	3.44	73.40	62.16	60.86	63.85	62.27	68.23	64.76	65.37
Japan (474)	143.12	+0.7	122.02	117.58	124.84	124.84	+0.7	1.82	142.07	117.58	117.58	124.84	124.84	148.97	118.23	121.87
Malaysia (58)	133.78	-1.4	105.19	100.15	104.13	104.13	-1.5	2.95	135.29	105.19	102.46	107.17	107.17	117.44	100.15	104.13
Mexico (16)	119.48	+0.8	101.84	98.17	104.72	98.94	+0.2	1.82	118.71	100.58	98.19	102.67	98.94	122.36	95.45	98.94
Netherlands (31)	130.35	-0.6	118.11	111.11	120.11	120.11	+0.6	4.49	140.29	118.93	112.48	120.11	145.73	125.70	129.01	130.35
New Zealand (14)	46.89	-2.1	39.55	38.11	40.46	40.46	-2.1	3.51	240.55	206.24	210.01	206.24	206.24	206.24	206.24	206.24
Norway (51)	195.94	-1.0	166.96	160.87	170.90	174.18	-0.5	1.82	195.47	167.57	163.52	172.27	173.02	223.24	175.59	209.27
Sweden (88)	161.75	-1.3	143.87	138.43	146.98	146.98	-0.2	2.41	160.80	141.28	138.43	146.98	147.93	208.25	170.63	160.80
South Africa (61)	250.58	+0.4	213.83	205.83	218.53	218.53	+0.4	2.55	240.55	206.24	210.01	206.24	206.24	206.24	206.24	206.24
Spain (53)	151.77	-1.3	129.39	124.67	132.56	122.05	-0.7	4.44	153.74	130.21	127.07	130.21	130.21	157.14	131.51	130.21
Switzerland (25)	189.	+0.7	159.23	154.56	159.23	159.23	+0.7	2.64	189.01	159.23	159.23	159.23	159.23	148.00	175.91	176.91
United States (25)	94.19	-0.5	80.30	77.27	82.15	85.86	-0.2	2.55	94.69	80.30	78.27	81.98	85.51	100.67	82.17	89.74
World Excl. Japan (240)	151.94	-0.5	129.39	124.67	132.56	122.05	-0.7	4.44	153.74	130.21	127.07	130.21	130.21	157.14	131.51	130.21
USA (529)	94.19	-0.8	132.10	127.28	135.14	164.94	-0.8	3.14	156.17	132.28	129.07	135.19	156.17	161.02	129.07	129.07
Australia (827)	141.92	-0.8	120.99	116.58	124.78	122.98	-0.3	3.90	147.21	121.34	118.41	124.02	123.30	151.52	125.50	134.58
Nordic (106)	184.11	-1.4	136.96	151.24	160.57	157.83	-0.8	2.06	186.68	157.11	154.29	161.80	159.05	200.81	165.65	182.81
Pacific Basin (718)	143.31	+0.0	122.18	117.72	124.80	118.71	+0.1	1.05	140.42	120.81	117.89	123.67	118.62	145.62	117.89	121.81
Europe - Pacific (1945)	143.31	+0.0	122.00	117.54	124.80	123.23	+0.1	2.17	135.92	121.19	118.26	123.67	121.30	147.66	121.29	127.40
Europe - Pacific (1945)	143.31	+0.0	122.00	117.54	124.80	123.23	+0.1	2.17	135.92	121.19	118.26	123.67	121.30	147.66	121.29	127.40
Europe Excl. UK (587)	117.85	-1.1	100.47	96.82	102.80	104.15	-0.4	3.23	118.16	100.32	96.50	103.17	104.60	120.80	103.58	115.49
Pacific Excl. Japan (244)	145.05	-0.3	123.85	119.15	126.50	120.90	-0.4	4.29	145.53	123.26	120.30	125.98	128.20	147.60	119.10	121.67
World Excl. US (1738)	144.59	+0.0	123.27	118.78	126.10	120.30	-0.1	2.23	144.58	122.45	119.15	125.16	122.37	148.18	122.32	127.66
World Excl. US (2062)	144.59	+0.0	123.27	118.78	126.10	120.30	-0.1	2.23	144.58	122.45	119.15	125.16	122.37	148.18	122.32	127.66
World Excl. US Excl. Japan (1201)	142.35	-0.3	124.75	120.21	127.32	132.33	-0.3	2.54	144.74	124.67	121.28	128.45	145.77	146.77	122.33	127.66
World Excl. Japan (1738)	150.47	-0.5	126.29	123.82	131.25	140.73	-0.5	3.47	151.56	126.44	125.35	131.29	141.47	152.05	126.29	129.44
The World Index (2282)	147.00	-0.3	129.33	120.78	128.21	132.05	-0.3	2.55	147.11	128.85	124.84	132.61	133.07	149.01	128.21	128.07

DIESEL TECHNOLOGY 2

Dr Cecil French examines the latest trends in technical development

Growing emphasis on emissions



Britain's 700,000 diesel trucks, buses, and taxis were blamed for polluting the skies

John Dunn looks at environmental aspects

Is this the 'green' engine of the future?

THOMAS the Tank Engine doesn't like diesels. "Nasty, smelly things," he complains loudly. Today, 45 years after the Rev W. Awdry published his first tale about a tribe of rather spoilt and spiteful steam engines presided over by The Fat Controller, the diesel is still despised.

Last month, a 120-page report from the Royal Commission on Environmental Pollution heaped on the oil problem when it blamed the 700,000 diesel trucks, buses, and taxis on Britain's roads for seriously polluting the skies. The diesel was responsible for a fifth of all acid-rain gases emitted in the UK in the form of nitrous oxides (NOx), and for a third of all the black smoke in the air, it said.

The report added that diesel exhaust fumes were being linked with cancer. The tiny, sooty particles could carry potential carcinogens into the lungs, it said.

So, as the hundredth anniversary of Rudolf Diesel's invention approaches next year, are Thomas the Tank Engine and his chums right to nickname it the "diesel"? Europe's car and truck makers definitely say no. And they are going to great lengths to persuade us that despite the current fag and fume of the estimated 100m diesel engines in use around the world, the diesel really is the "green" engine of the future. It is better for us and for our environment than its petrol driven cousin, they say.

PSA - which takes in Citroën and Peugeot to make it the biggest diesel engine maker in the world - claims, for example, that a modern diesel engine produces a third less carbon dioxide, 90 per cent less carbon monoxide, 90 per cent less unburned hydrocarbons and 60 per cent less NOx than an unleaded petrol engine fitted with a catalyst.

In the UK, Lucas, which makes diesel fuel injection equipment, says diesels have a better emission performance overall than petrol engines. Continuing improvements in performance have now put diesels on a par with petrol engines, Lucas claims. This performance increase, coupled with their greater fuel economy - and much reduced emissions of carbon dioxide, the "Greenhouse" gas, makes diesels the best option for the 1990s, Lucas says.

Yet serious doubts remain about the supposed "greenness" of the diesel. "The diesel is not the panacea for reducing vehicle emissions," warns Prof Garel Rhys, director of the cen-

tre for motor industry research at Cardiff University. "With the advent of unleaded petrol and the catalytic converter for petrol engines, there is now a very fine calculation to be made between the environmental benefits of diesel and petrol."

The diesel engine has two big environmental advantages over the petrol engine. It is up to 30 per cent more fuel efficient on stop-start journeys around cities, enabling it to produce 30 per cent less carbon dioxide. Diesel fuel is also cheaper to make and requires less sophisticated refining technology, so making it universally available.

For heavy trucks, vans, marine engines, construction machinery, generators and all sorts of off-road applications, there is no alternative to the

To get rid of nitrous oxides, an engine - petrol or diesel - has to run slightly rich, leaving a little fuel unburned, otherwise the catalytic converter won't work

diesel, says Prof Rhys. "Urban buses would simply cease to exist without the diesel."

But the diesel also faces two big environmental hurdles: how to get rid of the soot (particulates) and the NOx.

On a petrol engine, the latest three-way catalytic converters remove virtually all the pollutants in the exhaust, except carbon dioxide. No such panacea exists for the diesel.

The reason is that to get rid of NOx an engine - petrol or diesel - has to run slightly rich, leaving a little fuel unburned, otherwise the catalytic converter won't work. "If you tried to run diesels with a rich mixture, the soot levels would turn the streets into the oilfields of Kuwait," says Prof Douglas Greenhalgh at the Cranfield Institute of Technology.

Catalytic converters also do not eradicate as many of the hydrocarbons in diesel exhaust as they do in a petrol engine. Indeed, there is evidence that they may even turn some of them into even more toxic compounds.

Nevertheless, systems for removing diesel engine NOx are being developed. But, according to automotive engineering consultancy Ricardo, in an appendix to the Royal Commission report, the health implications of these systems are not known.

The other problem is the soot. It blocks catalysts and filters, leading to poor performance. It can be reduced by raising the operating temperature of the engine so that the soot is burned off. Unfortunately, there is a trade-off. The higher the engine temperature, the more NOx is produced.

One answer is to fit a particulate trap, a device designed physically to capture the soot. But traps need regular cleaning. Currently, this means they must be heated periodically, usually while the vehicle is moving, to burn off the soot.

So far, says Prof Rhys, there is not a working particulate trap in production. "One wonders if, when they are in production, whether the safety directorate will actually allow them on a vehicle anywhere near the fuel lines."

An EC directive introduced last October will tighten diesel soot and NOx emissions in two stages by 1996.

Prof Rhys says: "Diesel makers are now facing the same sort of environmental controls that the petrol engine makers faced 10 years ago. And they are in trouble until they can solve the particulate problem."

According to Ricardo, there are several relatively simple modifications that could be made to existing designs that would enable the diesel to meet interim pollution limits. These include fitting electronic injection systems and improving combustion within the engine.

But, warns Prof Rhys, in the long-term, the future of the diesel industry, depends on the scientists finding a solution.

Prof Rhys believes that the enormous cost of the research and development needed will inevitably force many smaller diesel engine makers, companies such as Mann, Leyland Daf and Scania, for example, to pull out altogether or to form joint ventures to pool their resources.

The same fate may ultimately await the big car makers. Unless the differential between diesel fuel and petrol prices is increased dramatically, who needs a diesel?

There is a strong feeling within the industry that the unleaded petrol engine with its environmentally friendly catalytic converter will become perfectly acceptable.

There will be a lot of work to be done to persuade the motorising public to disagree with Thomas the Tank Engine's verdict on the diesel.

The author is the Deputy Editor of The Engineer

THE very wide use of diesel engines for transport, industrial and generating applications has resulted from its ability to deliver very good fuel economy coupled with excellent reliability, low maintenance costs and long life.

Ever since the first diesel engine was produced in 1892, and in particular over the past 40 years, very large increases in engine output in terms of power per unit weight and power per unit volume have been obtained while at the same time further improvements in fuel economy and the other operating advantages have been achieved.

With growing emphasis on carbon dioxide emissions and on the "Greenhouse" effect and with likely increases in the cost of petroleum fuels, the importance of fuel economy is likely to be emphasised in the future. At the same time, engine designers must cope with the growth of other environmental legislation, leading to a need to reduce engine noise and to achieve very low levels of other exhaust gas pollutants. As far as the diesel engine is concerned, this means very low levels of oxides of nitrogen and of particulate materials.

The majority of diesel technology research and development today is therefore concentrated in the following areas: maintaining and improving fuel economy; reducing exhaust emissions to below present and future legislative limits; and reducing engine noise. And at the same time, maintaining and improving on the operating advantages of good reliability, low maintenance costs and long life.

Furthermore, the industry worldwide has become much more competitive, there is substantial overcapacity and many markets such as marine and agricultural machinery have been depressed for several years. Cost-cutting measures have been held down while at the same time new engine models must be developed to a very high standard prior to release on to the market.

The need to develop greatly improved and more sophis-

ticated design tools and techniques has been emphasised and this has fortunately been made possible by the availability of increasingly more powerful computers. The development of design technology programs for these computers is, however, another priority area.

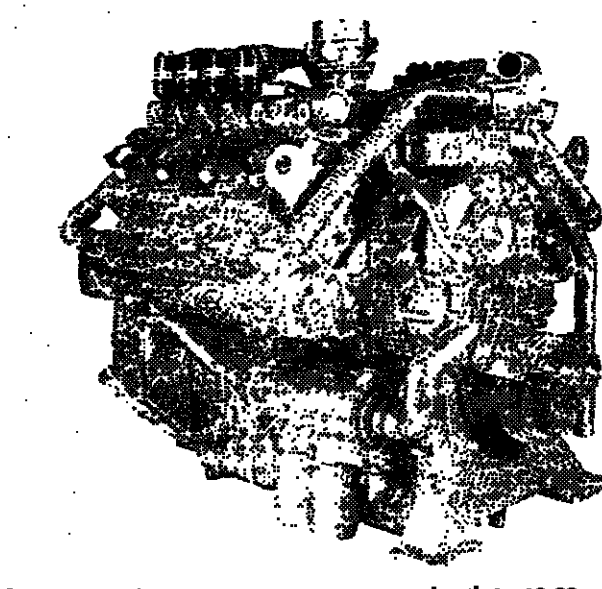
Despite the downturn in the industry, research and development levels would appear to have been maintained. There is every sign, however, that rationalisation of the industry will continue with technology research and development being carried out at fewer centres but continuing to include independent organisations such as Ricardo, the UK engine design consultancy.

Fuel economy improvements have largely been obtained by minimising the internal losses within the engine by, for example, the use of lower viscosity lubricants; reduced piston skirt areas; fewer piston rings; reduced bearing areas; minimising the capacities of lubricant and of coolant pumps and by increasing peak cylinder pressures.

Some years ago, initially in the US, with follow-up work in Japan, Germany, the UK and other countries, claims were made that substantial improvements could be made to the basic thermodynamic cycle by the use of engineering ceramics to insulate the combustion chamber and hence to reduce the heat losses. This claim has so far not been substantiated.

It is certainly possible to reduce the heat loss to the coolant in this way but the majority of such heat reduction goes to increasing the energy of the exhaust rather than being converted into available work. While a small part of the heat should go to giving increased engine power, and hence improved fuel economy, this gain can easily be offset by a worsening of combustion due to changes in the fuel/air mixing process. A second order improvement in fuel economy can moreover be obtained since the size of the cooling fan can be reduced.

In order to obtain improvements in fuel economy arising



Large natural gas reserves mean more extensive use as a fuel is likely: Perkins 3000-SI spark ignition engine

from the use of this so-called Adiabatic Engine it is necessary to employ a secondary power recovery device to obtain shaft power from the increased exhaust energy. Ideas which have been studied include the use of a turbine expander geared into the crankshaft and the use of a Rankine Cycle (steam or organic fluid vapour) device. While prototypes have been built, no production engines employing reduced heat losses are yet in production.

The use of a geared exhaust turbine in association with a conventional turbocharger is, however, becoming more common in large marine diesel engines and seems likely to occur in other high-power engines such as those used in heavy duty trucks. Scania are now selling an 11-litre compound engine in the Swedish market. Large marine diesel engines employing a very long stroke with low engine speeds of the order of 70-80 rpm and a power recovery turbine are achieving thermal efficiencies of the order of 54 per cent.

The need to maintain good fuel economy and at the same time to reduce exhaust particulate levels and minimise NOx emissions has resulted in the use of higher and higher fuel injection pressures in order to shorten injection periods and to maintain good combustion over the whole range of engine operating loads and speeds.

Conventional pump/pipe/nozzle systems have been developed which are capable of delivering very high pressures. Others have concentrated more on unit injectors, combining the pump and nozzle in one unit without the need for a connection pipe. Still others are hoping to exploit the use of accumulator and pressure intensifier systems. For use in road transport applications, where wide ranges of load and speed are involved, it is likely that electronic control of fuel injection timing will be essential in order to achieve the complex map of timing with load and speed which is necessary to give very low levels of exhaust emissions under these conditions.

The use of high fuel injection pressures has made it possible to employ direct injection on wide speed range, light duty engines such as those employed in passenger cars, taxis and light trucks as demonstrated by Audi, Fiat and Rover.

Engine noise is, however, still a big problem and while this can be reduced by the use of a directly driven positive displacement supercharger in association with the use of

There has been some interest in the use of a mechanically driven supercharger in light-duty engines with the supercharger disconnected at low loads and speeds

two-stage or pilot fuel injection, there is no sign at the moment that direct injection will universally replace indirect injection which is currently by far the most widely used.

Turbocharging with intercooling is universally employed for heavy duty truck engines and larger engines. While it was introduced in order to obtain increased power/weight and volume ratios, its use today is also required in order to achieve low NOx and particulate levels.

A question remains as to whether this use will also be essential in the long term in medium duty truck engines where naturally-aspirated engines are commonly employed. For the medium term (1990s), however, it seems likely that naturally-aspirated engines will continue to be widely used in, for example, Japan.

Where compact, high-power units are required, as for example in locomotives and particularly in armoured fighting vehicles, there remains an interest in two-stage supercharging and in the use of sequential turbocharging where the numbers of turbochargers in use on an individ-

ual engine is increased as the loading is increased. The cost and complexity involved, however, make it unlikely that wider applications will be involved.

There has been some interest in recent years in the use of a mechanically driven supercharger in light-duty engines with the supercharger disconnected at low loads and speeds. VW has, for example, used their G-Lader supercharger in this way. Such down-stroke engines with increasing use of supercharging could become more widely used.

Apart from the US BMD locomotive engine and the larger bore marine engine market where the two-cycle engine reigns supreme, all of the current generation world's diesel engines employ the four-stroke cycle although numbers of two-cycle engines of earlier vintage remain in production, particularly in the US.

The presence of ports in the cylinder liner and the higher thermal loading associated with the two-cycle engine make it more difficult and hence more expensive to develop a reliable engine and the problems are exacerbated today by the difficulty of maintaining the very low levels of lubricating oil consumption which are necessary for environmental reasons.

There is, however, a revival of interest in the possible use of two-cycle, spark-ignition engines in smaller passenger cars.

Work directed towards the use of alternative fuels in diesel engines has been widely carried out over the past 10-20 years. Vegetable oils can be burnt but excessive fouling of the combustion chamber is likely to result, particularly with direct injection. Esterification of the oil in association with the use of a water wash system to prevent the fouling of the use of all vegetable oils is very suspect given current petroleum crude prices.

There is also an interest in burning methanol or ethanol in diesel engines in order to eliminate diesel particulates. Here again the economics are not attractive. In any case, alcohol fuels would be much less widely used as a fuel either with spark ignition or with pilot injection of diesel fuel. In view of the large international reserves of natural gas, much more extensive use of it as an engine fuel appears to be likely in the future.

Natural gas poses storage problems in transport applications but has been widely used as a fuel either with spark ignition or with pilot injection of diesel fuel. In view of the large international reserves of natural gas, much more extensive use of it as an engine fuel appears to be likely in the future.

Dr C.C.J. French is a past president of the Institution of Mechanical Engineers. He joined Ricardo Consulting Engineers in 1953 and is currently a director of, and engineering consultant to, Ricardo International.

Michael Haigh reports on recent developments in the industry

Sharp rise in regrouping activity

THE severe depression in the early 1980s created large amounts of excess capacity in a then highly expansionist diesel engine industry.

Throughout that decade there was a succession of restructuring moves by both independent engine manufacturers and engine-producing original equipment manufacturers (OEMs), particularly in the agricultural and vehicle sectors. However, it is difficult to see where significant reductions in production facilities have occurred.

The author is the Deputy Editor of The Engineer

per cent stake. This gives Cummins scope for more small commercial vehicle business in North America with Ford, at a time when it is suffering from a depressed market and falling market share in its key US heavy commercial vehicle business.

Despite the new Ford-Cummins link, Chrysler has extended its agreement to use B Series engines in its light commercial vehicles and Cummins will reopen its US Warrenton plant to meet this demand. There is also the prospect of some form of joint small engine production in Europe with Kubota.

In 1976, Fiat's Iveco commercial vehicle group took management control of Ford's UK truck operations. Since then, trucks from the Langley, UK facility have continued to be powered mainly by Ford Dover diesels. Only at the end of this year, with the introduction of Iveco's new Eurocargo truck range, will Iveco engines start to replace Ford Dover units.

This year saw completion of the agreement for Ford and Fiat to merge their agricultural and construction machinery operations under Fiat control. As a result, Ford's Basildon engines will be replaced by Iveco units. However, if Iveco Ford Trucks is indicative of the past, change then it will be the second half of the 1990s before this is completed.

The Cummins and Iveco moves are just two examples of the sharp rise in regrouping activity over the past 18 months. Iveco is also a partner in a new style of co-operation involving Europe and Japan, which highlights the levels of technological and competitive pressures faced by diesel manufacturers.

With Nissan Diesel, a leading Japanese truck and engine manufacturer, a joint team of engineers has been established to develop a new range of six-cylinder, 6-8 litre, low emissions engines from scratch. Design work is nearing completion and the results, which are expected to be announced towards the end of this year, will attract great interest throughout the industry. Current plans are for the engines to be produced independently, but to share key components.

The pace of change in the industry is being accelerated

Companies paint a black picture of the Japanese threat, but it represents an opportunity for European makers

by the struggles of car and commercial vehicle manufacturers to establish viable units which can compete in Europe and North America and face the spread of Japanese transplant operations.

Although the companies paint a black picture of the Japanese threat, it represents an opportunity for diesel manufacturing in Europe. The significance of the engine as a percentage of the car means that it cannot be imported for long, yet the volume of diesels required means that most must be established manufacturing facilities.

Significant changes in the automotive sector with diesel implications include MAN and Volvo taking control of SDP in Austria's truck and bus operations respectively, and

Iveco's control of Enasa of Spain.

Co-operation between Renault and Volvo has already resulted in a decision to supply Renault diesels for Volvo cars - replacing VW units. The latest car deal between Volvo, Mitsubishi and the Dutch government could also bring more engine business for Renault.

Restructuring in Eastern Europe will also bring changes on diesel supply over the next few years.

In the marine sector, the most significant move has been control of Sulzer's Diesel operations (now New Sulzer Diesel) passing to a consortium of Italian and German shipyards. This ends a long period of uncertainty for Sulzer, although the result may be less dramatic than the original plan, blocked by the original government, which would have merged it with the other big force in large marine engines - MAN B&W. The MAN-Sulzer deal looked like a stronger counter to the growing presence of Mitsubishi in the Europe.

Recently, marine licensing deals with East German shipyards have been established by both MAN B&W and Mitsubishi. The licensing avenue has been used in other sectors notably by Perkins in North Africa, RHD and Caterpillar in India, and Ruggerini in Russia.

A spate of marketing agreements and new supply deals has been seen recently throughout the industry. List-er-Petter has significantly boosted the prospects for its new Alpha small engine range through agreements for Farymann and Acme to do the same in Italy. DDC in the USA has extended its links with Perkins

and now distributes the full range of Perkins products in North America. And Perkins has taken on the marketing of a new range of truck engines in all markets sectors not served by Navistar. Among Japanese manufacturers, Yanmar has appointed Dostal (now part of the Cagiva Group) as its exclusive distributor in Italy.

In terms of direct sales, it is interesting to note that the planned supply of diesels for the Chrysler leisure vehicle to be produced in Austria with Steyr, and Ford's supply of 20,000 L8 litre diesels for Soviet-produced Moskvitch cars.

In the meantime, new facilities continue to be planned. For example, Yanmar is planning a new 200,000-a-year diesel engine facility 10 miles north of its current Nagahama engine facilities. However, according to Yanmar, this new plant will largely replace current facilities. It is primarily aimed at introducing the latest technologies and cost efficiencies to engine production, rather than adding his new capacity.

For the future, it will be interesting to see how the pressure for emissions reduction from diesel engines will change the picture over the first half of the 1990s. They represent an enormous challenge to engine manufacturers, particularly those who do not have a significant business base in the "leading edge" automotive sectors, and may well drive companies together at a faster rate. Technology could prove to be a better catalyst for change in the 1990s than the competitive pressures of capacity and profitability margins were in the 1980s.

The author works for PPS Consulting International.

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DIESEL TECHNOLOGY 3

THE INDUSTRIAL MARKET

Recession has taken its toll

THE term "industrial" is used to describe those machine types not covered by the automotive, agricultural, construction or marine sectors.

It groups together a wide variety of equipment including material handling (forklift trucks and cargo handlers), portable compressors, refrigeration units (refrigerators), pumps, welders, aircraft tow tractors, sweepers and locomotives.

Most have been hit by the current recession as they are among the first elements of capital expenditure to be deferred as activity slows. For example, forklift truck demand in Europe is down some 25 per cent this year, despite the continuing buoyancy in Germany. The grouping is of great significance, accounting for more than a million diesels a year — more than 10 per cent of the total demand, or just over 25 per cent of the non-automotive markets where most engine manufacturers operate. However, virtually all derive their core business primarily from the other sectors.

The only big exception to this is KHD of Germany with more than 55 per cent of its volume in the industrial sector, largely reflecting its strength in the compressor field. The secondary position of industrial demand means that the products supplied are generally tailored versions of engines for other uses, rather than original designs.

A dominant current concern is the demand to reduce noise and exhaust emissions which is coming from both original equipment manufacturers (OEMs) and machine users. They are pushing the engine manufacturers for "compliance" well before legislation is in place for off-highway uses.

This will be easiest for those companies such as Cummins and Perkins with a base in the automotive market and for those such as Yanmar which produce their own fuel injection equipment.

Portable compressors account for more than 50,000 diesel sales a year, with some 30,000 used in Europe. North American offtake is much lower because petrol power still dominates.

The emphasis is on simple, compact, lightweight, two-wheeled machines which can be towed behind a car or van.

The dominant engine supplier for smaller equipment has been KHD with its air-cooled ranges. More recently, its new 1011 air/oil-cooled range has been taken up by leading manufacturers such as Ingersoll Rand and Atlas Copco, particularly because its power and compactness allows them to produce a smaller compressor with the same air output.

Mr Keith Sutton, IE's general manager for Europe, Africa and the Middle East, believes that developments on water-cooled units such as side and sealed cooling systems will overcome the past problems of designing water-cooled engines into small compressors and will cope with the poor maintenance standards so often found in the plant hire sector.

The first sign of this change was KHD's introduction of the liquid-cooled 1011 range. By the mid-1990s he predicts that water-cooled units will have made significant inroads.

The materials handling sector is dominated by forklift trucks (FLT). In purpose-designed warehouses, the special Very Narrow Aisle machines are all electric powered. How-

ever, the main type used by industry is the counterbalanced FLT which can be powered by batteries, liquid petroleum gas (LPG), diesel or petrol. Indoor use is mainly electric.

Elsewhere, the US remains strongly committed to low-cost petrol, while Europe has a much stronger tradition of diesel use. Currently, battery technology limits the use of electric units, with LPG and diesel dominating the higher weight and heavily-used trucks. In 1990, the European market for counterbalanced FLT was some 90,000 units, split 60/40 between internal combustion and electric powered.

The wide use of FLTs in enclosed areas explains much of the pressure coming directly from end-users to clean up emissions before legislation. There is a growing market for after-treatment purification devices from companies such as Engelhard and Johnson Matthey. This is particularly so on LPG units for indoor use.

Diesel units for generating sets account for more than 300,000 engines a year worldwide. The continuing shortage of funds in the Third World has hit this sector, but developed world markets have held up well.

Recent attention has focused very much on Combined Heat and Power which recovers the heat losses of combustion to provide much greater engine efficiencies. Application is mainly for buildings such as hospitals and hotels, and swimming pools.

Gen sets use a wide variety of fuels, including town, natural, sewage and landfill gases. Most of the gas engines are developed from a base diesel unit and thus offer additional

More traditional standby sets, originally used to provide power in the event of mains failure, have responded to changes in supply

business opportunities for the diesel manufacturers.

Yanmar For example, has developed gas fuelled heat pump units of 5-20hp for use in large houses and small commercial units. The company is producing 10,000 of these a year for the domestic market and is looking at their potential in the southern US and the Mediterranean.

More traditional standby sets, originally used to provide power in the event of mains failure, have responded to changes in electricity supply over recent years.

In Japan, in a recent interview, Mr Noritaka Oishi, managing director and general manager of Yanmar's overseas operations, gave an interesting Japanese perspective on the big world markets for industrial equipment. In the domestic market he sees a period of uncertainty resulting from the General Agreement on Tariffs and Trade (GATT) pressures for Japan to open up its agricultural sector and allow rice imports. This has already shaken confidence and hit demand in both the agricultural and industrial sectors.

Full opening of Japanese rice markets would have a serious long-term impact on the domestic volume base for machines and engines.

Mr Oishi estimates that Yanmar has absorbed 5% of the exchange rate penalty through improved efficiencies and cost reductions, but will need another three to five years to absorb the last third.

Discussing the European market for small diesels, he reflected the views of many that water-cooled engines will gain ground at the expense of air-cooled units, mainly because of noise problems. Despite recent water-cooled products from Lister-Petter and Lombardini, he believes that Japan has the edge in the 10hp-30hp band. This stems from their many years of experience with water-cooling giving an edge on both compactness and low weight.

In North America, Mr Oishi sees good long-term prospects for diesel, despite low petrol prices.

With reefers and small construction equipment, the need to use one fuel-type in an operation has seen diesel adopted for the smaller equipment. Also in the marine sector, the swing to diesel has been pronounced. It is more debatable how rapidly other sectors will switch and he believes that this will be delayed at least until low NOx-emitting engines are introduced.

Michael Haigh

The author works for PRS Consulting International

Diesels have a number of intrinsic advantages over petrol engines, writes John Griffiths

Enhanced prospects for larger sales

ON occasions during the past year or so a large, red, rather old-fashioned-looking Crown limousine has been observable pounding at 100-plus mph around the high-speed banking of Toyota's Higashi-Fuji test track on the lower slopes of Mount Fuji.

What lies beneath its bonnet is old-fashioned neither in looks nor concept. It is a prototype V6 diesel engine with a difference, being both a two-stroke and supercharged.

The advent of relatively high speed production car diesels from manufacturers such as Peugeot and Volkswagen since the late 1970s has already gone some way towards burying, in the minds of ordinary motorists, the notion that diesels are necessarily slow, noisy and smelly in relation to their petrol counterparts.

Toyota's S-2 diesel engine, and similar units under development by rival manufacturers, takes the process a stage further. The combination of a relatively low compression ratio — about 16:1 — with supercharging eliminates the audible "knock" associated with "ordinary" diesels. The fact that there are twice as many firing strokes per engine revolution compared with an ordinary four-stroke car unit, makes the engine at least as

smooth as a petrol unit while at the same time bringing power up close to petrol levels.

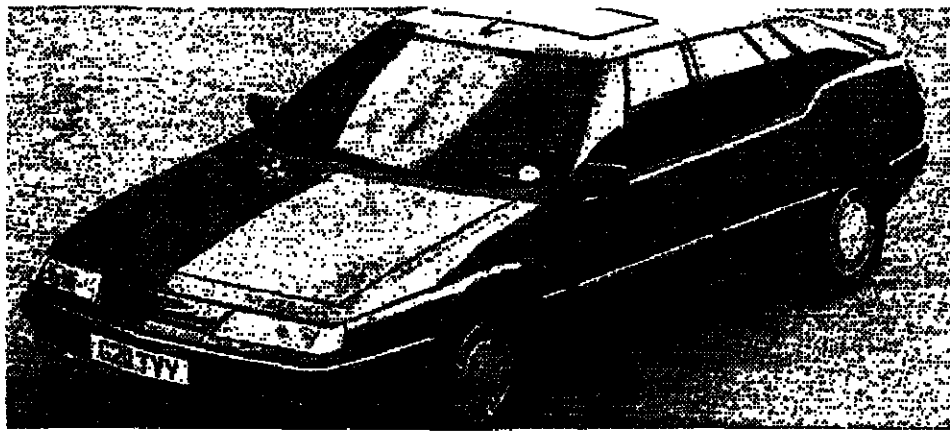
The big bonus of diesel engines remains: of fuel consumption at least 20 per cent better than that of a petrol engine.

That Toyota is not rushing the engine into commercial production is largely a function of its inability, as yet, to coax exhaust emissions down to compliance with the tighter pollution controls being introduced in the US and elsewhere from 1994 onwards.

Toyota is confident, however, that the problem will be overcome. The S-2 diesel produces about the same amount of hydrocarbons, carbon monoxide and particulates as a conventional diesel, but only about one third the oxides of nitrogen which are linked with acid rain.

If the confidence of Toyota and other manufacturers proves justified, the prospects of diesel engines taking a larger share of car powertrains will be considerably enhanced. Although the Toyota unit uses valves much like a four-stroke for its exceptionally high performance, other two-stroke units use piston movement to cover and uncover inlet and exhaust ports.

As a big new study of world



This Citroën XM has a 2.1-litre diesel engine with a multi-valve aluminium cylinder head

trends in car power train development by the Economist Intelligence Unit (EIU)* emphasises, diesels have a number of intrinsic advantages over petrol engines.

Their higher compression ratios generate more heat in the mixture before combustion and convert more heat into useful work during it. Only the relative slowness of the diesel combustion process makes its actual power output inferior to a petrol unit.

Diesel fuel also contains about 13 per cent more energy by volume than petrol.

Not least, because diesels always run with wide open

intakes — power is controlled by the amount of fuel injected — they operate with an excess of air so that exhaust emissions are, if anything, marginally "cleaner" than a petrol engine fitted with a catalytic converter.

In the past few years, some manufacturers, such as Perkins with its Prima diesel fitted to Rover Group's Maestro and Montego models, have sought to popularise direct injection (DI) car diesels in place of more conventional indirect designs.

There is good reason for doing so, notably that fuel consumption typically is at least

15 per cent less than that of its indirectly-injected counterpart. That DI diesels have not already taken over from DI units in cars — they are the conventional power unit for trucks — is a function of the difficulty of making them operate acceptably quietly.

However, the introduction by Lucas Industries of the UK and Robert Bosch of Germany of new types of slim, high-pressure fuel injectors in combination with cylinder heads designed to swirl the fuel mixture vigorously for faster combustion, is making the DI steadily less obtrusive.

As Geoffrey Howard, author

of the EIU study points out, other measures such as keeping the glow plugs — used for starting from cold — operating during initial running continues to make the indirectly injected diesel ever more "civilised".

Just what can be achieved in this direction is illustrated by the Peugeot group which for its large, executive sector cars such as the Citroën XM has developed a 2.1-litre unit incorporating the world's first multi-valve aluminium cylinder head for a diesel, complemented by a turbocharger.

According to Peugeot, the XM so equipped is nearly 40 per cent more economical than the 2-litre petrol version. But both top speed and acceleration figures are virtually identical.

However, much development still remains to take place in the industry, through features such as electronic management systems for injectors and pumps and the reduced noise, exhaust emissions and the further increased power which should result.

*World Powertrains for Passenger Cars. Economist Intelligence Unit Special Report No 2094, by Geoffrey F. Howard. Available from The Economist Intelligence Unit, 40 Duke St, London W1A 1DW.



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EUROMOTOR

DIESEL TECHNOLOGY 4

Andrew Baxter on design and development consultancies

Unsung heroes of the industry

AMONG the plethora of players in the world diesel engine industry, the independent design and development consultancies are undoubtedly the unsung heroes in the steady march of technological progress this century.

Many of the industry's firsts can be claimed by the small design houses which survive on work that big engine producers – and users – send their way. But due to the confidential nature of the relationships with their clients, they tend to crowd about their achievements rather less audibly than the industry's big names.

Worldwide, there are dozens of companies in the field, but only a handful that can claim to view the entire world as their market. Many of the smaller companies, too, do not have the resources to offer a service that ranges from design and prototype building through to product development and advice on manufacturing.

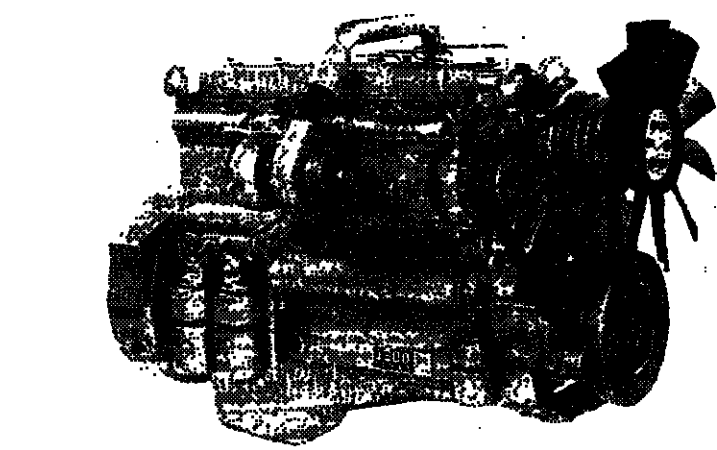
The big names in an industry of small fish are AVL of Graz, Ricardo Consulting Engineers of the UK, and the Southwest Research Institute in Texas. But there are also consultancies such as the UK's Perkins Technology, owned by the big engine producer but insulated from its parent to enable it to offer other producers a service.

Like so much in the diesel industry, the automotive industry spurred the initial growth of the consultancies and as early as the 1930s Detroit was finding it convenient to farm out some of its design and development work, and not only for engines.

Gradually the consultancies have built up their own reservoir of expertise from the wide variety of contracts received, with the scope ranging from a very specific problem-solving exercise on a fuel injection system to the design of an entire engine.

The arrangement frees the big engine producers from having to invest in the facilities required to remain technologically competitive in all details of engine design. It also, of course, gives them much greater flexibility in times of reduced demand – cutting off contracts with consultancies is a lot quicker than retrenching internally.

That is what, inevitably, is occurring in the current recession, and consul-



Consultants such as Perkins Technology offer other producers a service. Above: One of the new Perkins 1300 Series engines – the 1306-75T

tants are finding it much harder to win larger contracts, or seeing contracts stretched out by clients wishing to conserve funds. The consultancies are also having to adjust to longer-term structural change in the relationship with big western clients, who are reducing the number of outside design houses with which they deal, in the interests of efficiency. Clients' own research and development divisions are also fighting harder to keep the work in-house.

The response has been the beginning of a trend towards concentration in the engineering consultancy business, of which diesel engine design is but a small part. As yet, this has not gone very far, but it could accelerate if the smaller houses find the current recession too hard going.

There is, in any case, another argument for critical mass in the sector: the high cost of computer technology to provide computer-aided design and engineering services that clients consider vital in the battle to reduce product development lead-times. The days of the designer and his drawing table are drawing steadily to a close.

The UK has been leading the field in the trend towards concentration or co-operation. Last month, Perkins Technology and Tickford signed a joint mar-

keting agreement giving customers access to Perkins' skills on compression engines and Tickford's on spark ignition – a marriage of diesel and petrol.

"Together we represent a major world force in all aspects of engine design, development, testing and production," says Mr John Thurston, Tickford chairman and chief executive. Recent developments at Ricardo, which can boast one of the widest spreads of expertise in the industry, also illustrate some of the wider trends.

Founded in 1915 by Sir Harry Ricardo, whose writings were long used as standard texts on the workings of the internal combustion engine, the former Ricardo Group is now part of Ricardo International. This, in turn, was formed last year following a merger with SAC International, creating the UK's largest publicly-quoted engineering design and development group. The rationale for the merger was to gain exposure to a broad range of businesses with different economic cycles.

But even within the old Ricardo, the company has been spreading its wings over the past four years, expanding in North America to deal more effectively with the big US market, and integrated engine design more closely with transmissions and the rest of the vehicle.

Ricardo's achievements go back a long way. In 1934, it designed the first passenger car diesel engine incorporating the then new Ricardo Comet combustion system, and recently designed a lightweight turbo-charged direct injection diesel engine as part of Volvo's advanced LCP experimental car.

Less obvious achievements, however, include emission analysis techniques developed by Ricardo chemical laboratories which are now used worldwide. This technological background is particularly important given the current emphasis on emissions reduction.

But emissions reduction work is only one of a number of services including prototype manufacture and noise control, and the whole gamut of computer-aided engineering from 3D finite element analysis to simulation. The company has invested heavily in computerisation since 1981, including producing its own highly-specialised software.

By serving clients in a wide range of sectors which use diesel engines, Ricardo aims to keep its eye on changing requirements and broad cross-sectional trends. Profits from its contract work and – to a lesser extent – continuing technical support for clients help fund Ricardo's own research aimed at anticipating the industry's demands.

Ricardo designs more new diesel engines than any of its clients, so has greater incentive to develop the sophisticated tools needed to reduce product lead-times – or at least to maintain them as the engines themselves become more complex. This is especially important for diesel engine users and producers in technology-hungry developing countries.

It cannot, however, escape some of the woes currently besetting the diesel engine industry at large. With some engine producers cutting back on new product development, Ricardo is having to fight much harder for work, and there are fewer juicy long-term contracts. A broad geographical presence, too, is not always an advantage – in March, Ricardo International suspended a four-year £15m contract with the Soviet Union which had included the design of a new diesel engine for agricultural use. The client had run out of foreign currency.



Cummins: a wrenching restructuring in the mid-1980s with a revamped cost structure, retooled factories and prices slashed to maintain market shares against Japanese competition

PROFILE: Cummins Engine

Expansion and stability after a bumpy ride

THE past few years have been a bumpy ride for Cummins Engine, the world's largest independent diesel engine producer, with slashed dividends, red ink in the accounts and takeover speculation tending to dominate investor perceptions.

Hard-nosed Wall Street types have little time for arcane technical discussions about turbo-charger, fuel injection and "particulate traps" but there is an undeniable link between Cummins' commitment to technological leadership and the corporate events from the mid-1980s onwards.

Mr Henry Schacht, chairman and chief executive, took the company through a wrenching restructuring in the mid-1980s, revamping its cost structure, retooling factories and slashing prices to maintain market shares against Japanese competition.

But an integral part of the shake-up – and perhaps a less noticed feature outside the engine industry – was a conscious move by Cummins to broaden its product range, expanding downwards from its 14-litre engine to lighter 10-litre, 6-litre and 4-litre models.

The company was also spreading its wings geographically, and both thrusts, says Mr Schacht, were designed to give Cummins a flow of dollars strong enough to support the spending on research and development that it knew would be necessary to remain competitive in an era of fast-increasing worldwide concern about emissions.

Unfortunately for Cummins, the restructuring was completed just in time for the start of a worldwide recession that began halfway through 1989, and from 1988 the company was diverted from its main task by the takeover speculation, seeing off Hanson and then Sir Ron Brierley.

In July last year, after winning many plaudits for its long-term outlook on product development, Cummins finally tied up a deal which many critics say should have happened years earlier in some form. Ford, Tenneco and Kubota agreed to take a combined 27 per cent stake in Cummins for \$250m.

Apart from bringing stability at last to the share register, the

deal gave Cummins an important new customer for its medium-duty engines – Ford switched to buying from the Indiana company rather than making its own in Brazil.

But the recapitalisation also allowed Cummins to maintain its R&D spending at \$180m-200m a year, and Mr Schacht is determined to maintain this level throughout the recession – for which, he says with disarming frankness, there is no sign of an end in sight in all but a few of Cummins' many product sectors, geographical markets or horsepower range.

Such spending is necessary, Mr Schacht believes, not only to address further restrictions on emissions in the 1990s but to give the customer cost-effectiveness as well. "Those companies not able to spend heavily will see their product fall behind in the mid to late 1990s, hopefully to our competitive advantage," he says.

Consequently, the thrust of Cummins' product development will be to avoid emission control solutions that may be possible technically but unacceptable commercially. Particulate traps, designed to catch soot emitted by diesel engines, may be a talking point in the European bus industry, but would be totally unacceptable in the US from a commercial standpoint, says Mr Schacht.

Cummins believes a more sensible, and practical approach is to concentrate on what Mr Schacht calls "managing the combustion event"

itself rather than tacking on hang-on devices that clean up the by-products of combustion. This is why Cummins, along with its rivals, is putting so much R&D effort into the move from mechanical to electronic fuel injection systems.

The Indiana company, though, has a head start through its long experience of fuel injection and deeper involvement than almost all its competitors. Along with Detroit Diesel, Cummins is the only engine producer to make its own fuel injection system for heavy duty lines, the unit injectors whose history goes back to 1922.

Cummins' patented PT fuel system, introduced in 1952, has now evolved into an electronically-controlled version, and its latest initiative is the Select injection system for trucks and bus diesels, for which Cummins claims metering (fuel quantity injected per stroke) and injection timing are regulated more precisely and reliably than ever before.

Cummins is now working on the next generation of electronic fuel injection, and is also very interested in the latest developments at Bosch, the German components group from which it buys fuel injection systems for smaller engines.

Mr Schacht believes Cummins' ability to make its own electronics helps differentiate the company in increasingly competitive markets. But the company is also continuing to build on its pioneering initiatives in other aspects of engine design, such as turbocharged engines.

Cummins' latest 14-litre Command truck engine has increased fuel injection pressure and new Holset turbochargers to increase performance and drivability, but also features reductions in nitrogen oxide and particulate emissions of 17 and 60 per cent respectively, compared with the previous model.

"Being by far the largest heavy-duty producer in the world, and doing the research ourselves, we like to think we are the generators of many of the new ideas that go through the industry," says Mr Schacht. "We should be, for the money we spend..."

Andrew Baxter

PROFILE: MAN

Profits rise after reconstruction

MAN, the German engineering group, has had a good run in the past few years. After a painful period of reconstruction which followed the loss-making period of the early 1980s, its profits have jumped by more than 20 per cent in each of the past four years.

Diesels are only one of the products of MAN, whose activities cover trucks and buses, printing machinery, steel-making equipment and industrial plant, as well as steel trading. But the company has a long association with the history of the diesel, which now plays an important role in two of its main divisions.

In the 1890s, it worked with inventor Rudolf Diesel on the first practical applications of the engine. This was in Augsburg, where MAN today has a widespread operation which includes trucks and diesels.

The MAN concern, which has its corporate headquarters in Munich – it moved down from Oberhausen in the Ruhr as part of its extensive reorganisation – manufactures diesels both as part of the truck and bus operation (MAN Nutzfahrzeuge) and for the marine industry (MAN B&W).

Under Mr Klaus Götze, the group's chief executive, the group has completely overhauled its activities to improve efficiency and cut costs, as well as investing heavily in new equipment and products.

However, he has been thwarted in two areas, both affecting diesels. Although the shipbuilding industry has been in the doldrums in recent years, he foresaw rising demand for marine diesels. Thus he attempted to link MAN B&W's activities in this sector with those of Switzerland's Sulzer.

This was blocked by Germany's Federal Cartel Office, much to Mr Götze's chagrin. The cartel authorities also intervened to stop MAN and Mercedes-Benz (the vehicle subsidiary of the Daimler-Benz group) from taking control of Enasa, Spain's biggest truck company. In view of the high cost of turning Enasa round, however, MAN must now be relieved not to have become involved.

Today, both of MAN's diesel operations are doing well. On the marine side, units can exceed 70,000 horsepower. MAN B&W is profiting from improved business; it also makes engines for land use, such as energy generation, as well as exhaust gas turbochargers and power turbines for large-bore diesels.

In the group's financial year to June 30, 1990, turnover was 31 per cent higher at DM12bn, with the new order inflow growing at the same rate to DM1.6bn. Net profits totalled DM65m against a mere DM500,000 in 1989-90 and a loss

of DM17m the year before. In the financial year just ended, for which full figures are not yet available, its performance improved further.

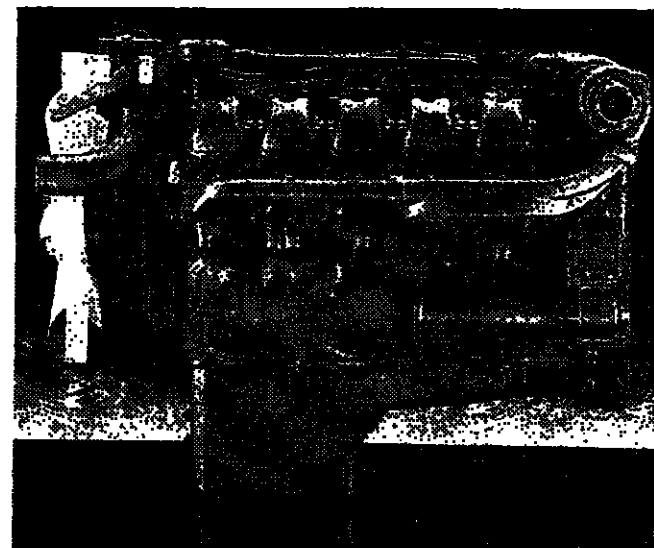
Altogether, MAN B&W employs around 5,500 people in Germany and Denmark. It also works with about 40 licensees, including big Asian manufacturers such as Japan's Mitsubishi Heavy Industries (MHI) and South Korea's Hyundai.

MAN acquired Burmeister and Wain (B&W), the Danish marine diesel manufacturer, when it fell into difficulties in the 1980s as the whole maritime sector was struggling. With MTU (also part of Daimler), MAN also has a joint controlling stake in SEMT Pielstick, the French diesel company.

MAN B&W's share of the slow-speed marine diesel market – accounting for most of the marine market – is now more than 50 per cent. Its massive diesel-electric engines power the QE2 cruise ship.

On the truck side, MAN's diesel engines are an important element in the success of this highly profitable division. MAN Nutzfahrzeuge's turnover rose by 12 per cent in 1989-90 to DM5.5bn (29 per cent of the group total) and new orders by 4 per cent to DM5.5bn; net profits were 52 per cent higher at DM147m.

Again, business was even better in the past financial



A MAN five-cylinder engine for the F90 range of long-distance trucks, heavy transporters and building industry vehicles

year, with turnover at around DM7bn, including the newly acquired Steyr truck of Austria. With the opening up of east Germany, MAN experienced a further rise in commercial vehicle sales.

As customers have become more demanding, MAN has introduced more efficient engines, which also make less noise and do less harm to the environment. In the past 10 or so years, fuel use has been reduced by more than 30 per cent.

The truck division has also been working on the use of alternative fuels. At the start of this year, it brought out its first engine using compressed natural gas (CNG), carried in cylinders.

MAN says it is the first truckmaker to use this form of fuel, which produces little noise or exhaust and has hardly any smell.

Andrew Fisher

PROFILE: Detroit Diesel Corporation

First company across the finishing line

DETROIT Diesel Corporation, which made the key technological breakthrough of electronics for diesel engines in the 1980s, is positioning itself to become one of the leaders of the heavy duty engine industry in the 1990s.

Last month, DDC was the first company across the finishing line in the race to develop an alternate-fueled heavy duty engine that will meet stringent new US emission standards. The new DDC engine uses methanol and won certification from both the federal Environmental Protection Agency and the even stricter California Air Resources Board.

Mr Roger Penske, the former Indianapolis 500 race car driver who is chairman of DDC, has thus shown he has as good a feel for corporate competition as he does for the track. Mr Penske has been in the driving seat at DDC since January 1988. His Penske Transportation Inc bought 50 per cent of DDC from General Motors, which retains a 30 per cent stake. It is a privately owned company.

GM had allowed the com-

pany to languish to such a degree that its market share of heavy truck engine sales had plummeted to just 3.2 per cent. Now, after an overhaul of the company by Mr Penske, the market share is running at about 25 per cent. Total sales are estimated at \$1bn this year, up 20 per cent from 1988's \$800m.

This is a remarkable about-face in a market shrunk by de-regulation of the trucking industry.

In the first six months of this year, sales of DDC's Series 60 engine grew 62 per cent in a market that is down by 30 per cent. Yet, DDC is slumping for even more. In a market of some 100,000 heavy trucks, Mr David Merriam, senior vice-president for engineering, says that production of the Series 60 will continue to rise from 1991's 25,000 to 35,000 next year.

Based on market share statistics for January through July, DDC has eaten into the slice of the diesel engine industry's top company, Cummins, while trying with its number two player, Caterpillar.

Market share of heavy duty truck engines		
	Jan-Jul '91	31/12 '90
Cummins	28.52	45.7
Caterpillar	23.7	27.8
DDC	23.55	12.4
Mack	12.89	13.8
Volvo	0.25	0.5

*Stakeholder companies only for the same trucks
Source: Detroit Diesel Corporation

Ironically, the Series 60 engine, which has led the company's comeback, was developed while DDC was still a division of GM. The engine improved fuel economy, reliability and durability over its rivals. But it took Mr Penske's widely acclaimed skills of salesmanship and his firm grip on management to win back market share.

Perhaps because of his own experience as a driver and his current interest as a race team owner – his driver won the Indy 500 this year – Mr Penske has put enormous emphasis on teamwork at DDC. He has vastly improved management

relations by directly communicating with his United Auto Workers union employees.

This entails meetings on the plant floor or impromptu visits with workers on the line accompanied by other managers. Morale has been boosted, too, by a profit-sharing scheme that has put extra dollars in each worker's pocket for the last three years and by improved work conditions.

Mr Penske installed a new, bright cafeteria where, unlike before, both white and blue collar employees eat. And, with the help of some union funds, he also built a vast new training facility and health club on the grounds of the company's sprawling Detroit complex.

He also cleared away some of the corporate bureaucracy, sacking some 25 per cent of the salaried white collar staff.

At the same time, he turned his attention to customers, visiting them, identifying out their complaints, and offering free demonstration vehicles for up to a year.

This year, for example, DDC will not substantially alter the

Series 60 engine, but it will make a series of changes in response to customer suggestions, such as a weight reduction of 40lb and relocation of the water pump to give less installed length.

Mr Penske also has infused his staff with the spirit of marketing. Even Mr Merriam in engineering feels that he now spends some 30 per cent or more of his time "selling."

The sell has had to be a hard one given a drop-off in big construction projects and a recession that pinched other DDC markets such as urban and inter-urban buses, industrial vehicles, marine pleasure craft and generators.

And while its engines won a quality award this year from the US Army Tank-Automotive Command and performed well in the Persian Gulf war, it is unclear how much Washington will spend on the military now that world security conditions have dramatically changed.

But, as US emissions standards tighten, Mr Penske appears to see the future in alternative fuel engines.

Apart from the methanol

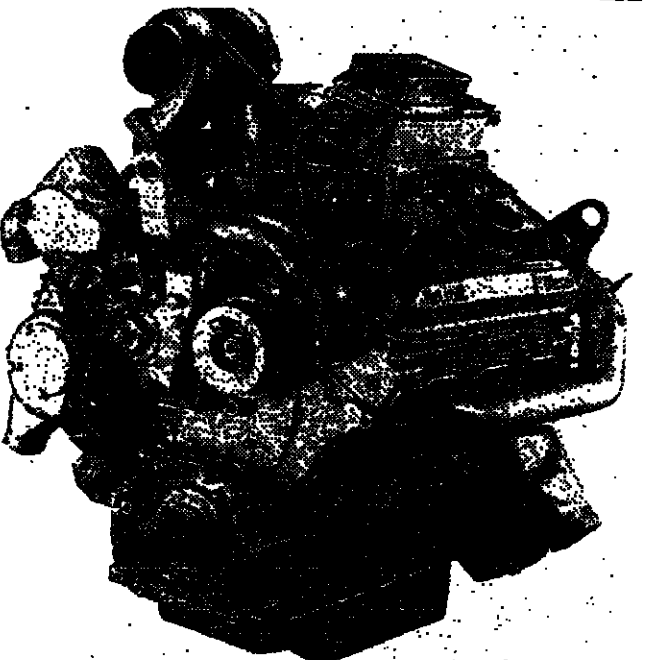
engine unveiled last month, DDC is also working on engines capable of operating on compressed and liquefied natural gas, other alcohol fuels such as ethanol, coal slurry fuel, and a diesel hybrid engine.

The alternative fuel engines are primarily being developed for buses, where DDC has a market penetration rate of almost 90 per cent. But the company is also now exploring truck applications, including working with delivery vans for Federal Express and the Coors Brewing Company in a loading Xpeditor truck.

Yet this could be a risky strategy. The return on investment for developing alternative fuel and other innovative products, such as noise control devices, is unlikely to be immediate.

And, says Mr Gregg Macosko, an automotive industry analyst with Eastern Consultants, if DDC's market share on the Series 60 doesn't continue to rise "it will take the bloom off the rose."

But Mr Merriam, the company's representative on the



A new alternate-fueled engine: the methanol-powered 6V-92TA from the Detroit Diesel Corporation

national advisory group called the Alternative Fuels Council, says that Washington's goal will be to have one quarter of the total vehicle road miles travelled by alternative fuel vehicles by 2010.

This would not be applied to all classes of vehicles and long-

haul, over-the-road heavy duty trucks would likely be the last to be required to comply. But he believes that legislation is moving in that direction. And DDC is already racing down that road.

Barbara Durr

DIESEL TECHNOLOGY 5

David Andrews takes a look at the role of diesel engines in power generation

Cheapness, high efficiency and low maintenance costs

TRADITIONALLY, diesel power has been the prime mover for stand-by generator applications up to several megawatts, and has long been the mainstay of power generation for demands of several tens of megawatts.

The reasons for this have been the relative cheapness of the prime mover, its high efficiency, (compared to gas turbine and steam plant) and low maintenance costs, coupled with the relative portability, stowability and the safety of the fuel compared to, for example, gas or petrol.

For stand-by and emergency generators for use in buildings, high-speed engines are widely available from various manufacturers such as Cummins, Dorman, Deutz, Caterpillar, Perkins, up to about 2MW, with speeds of about 1,500 rpm. These offer the lowest installed costs of any widely available prime mover (petrol being the only exception) - typically £130 per kW, modularity, lightness, compactness, and availability as complete standard packages.

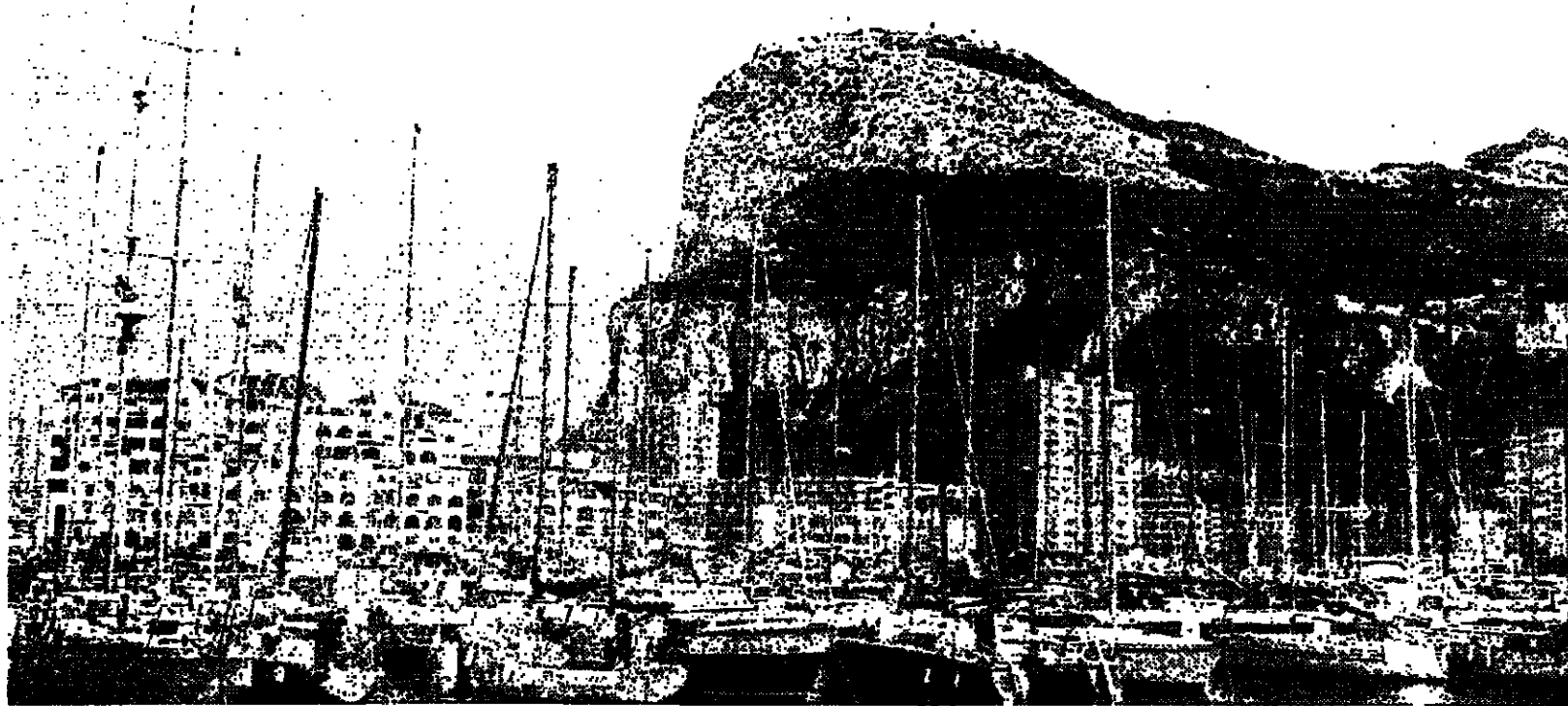
Fuels are invariably high quality distillate. The overwhelming advantage of this type of engine for stand-by compared to say a gas turbine, apart from higher efficiency, (35 per cent versus 20 per cent) is the start-up time.

A good high speed engine would be able to start first crank, 999 times out of 1,000, and start accepting load within 10 seconds - gas turbines, (beloved of consultants and academics), assuming that they start first time, can take up to two minutes to begin accepting load, with several minutes' delay between each start attempt, should the turbine stall.

Diesel engines share with gas turbines very good load acceptance and response to fluctuating loads - a good generator package would recover from 100 per cent block load on a hot engine within two seconds. Gas engines, on the other hand, have much poorer frequency response.

Gas engines have the further disadvantage of being heavier and more expensive, and have longer start-up times to full load.

High-speed-type British engines are favoured upon by many in the UK for base load



Gibraltar: larger engines predominate in providing power around the world for numerous remote, often island, communities

duties, but this betrays lamentable ignorance.

Cummins, Detroit Diesel, Waukesha, Caterpillar have been used around the world for base load generation for small communities with high dependability for more than 30 years. Organisations such as Canada's North West Territories Power Corporation routinely use high speed engines to power remote communities through the Canadian, eight-month, minus 30 C winter.

Up to about 10MW, the choice and controversy is between low and medium speeds. Again we find consultants and many users adopting conservative attitudes, with medium-speed manufacturers claiming the advantages of cost and reliability and compactness.

Surveys conducted by the Institute of Diesel And Gas Turbine Engineers indicate that the failure rate for low-speed engines (500-750 rpm) is around one every 2,000 hours, whereas medium-speed manufacturers claim mean time to failure of 10,000-15,000 hours.

But the slow-speed engines seem to take more market share. These larger engines predominate in providing

power around the world for numerous remote, often island, communities. Old colonial names come to mind, such as Gibraltar, Barbados, Turks and Caicos Islands, along with transmitter and satellite earth stations.

The advantage these slow- and medium-speed engines have over high-speed engines is the ability to run on heavy fuel, although the deteriorating quality of this fuel, and the attendant higher maintenance costs are rendering it increasingly questionable. The high sulphur content is also an environmental issue of increasing concern.

Slow- and medium-speed engines are more efficient than high-speed - 40 per cent versus 35 per cent and have lower life-cycle maintenance costs, say 0.35p per kw hour versus 0.5p per kw hour.

Claims by manufacturers such as Caterpillar, Ruston and Wartsila to have produced a medium (1,000 rpm) engine running on heavy fuel were and still are treated with scepticism by many users and consultants, but the ample experience built up around the world by these type of engines is testimony to the skill of the

designers and the materials they chose to overcome the problems in burning this most difficult fuel.

Beyond the 10MW size, there are the large and very large, with outputs of up to almost 50MW now available from MAN and New Sulzer Diesel, with pistons up to 900mm across, and with speeds as low

as 90 rpm. These types of engine are mainly designed for marine propulsion and are highly reliable, able to easily burn heavy fuel, and are extremely efficient - more than 50 per cent. The big disadvantage of these monsters for power generation, say the smaller engine manufacturers, is that for a

load say of 50MW, perhaps three 25MW engines would be specified - with at least one complete 25MW engine kept in reserve to cope with outages, meaning an installed capacity of 75MW.

To meet the same load with 11 smaller 5MW engines means only one 5MW engine needs to be kept in reserve; the plant margin can be kept much smaller, even though there will be a penalty on efficiency and maintenance costs.

The multi-engine route, can cope with less than peak load by keeping all engines except one operating at full load. The monster engines do not like part loading, and efficiency and maintenance suffers, according to the mini-power station fans.

Since the smaller engines are made in much larger quantities (Caterpillar each year manufactures diesel engines with output equal to the entire UK national grid - 30,000 MW) than the large engines, economies of production can be brought to bear rather than often illusory economies of scale.

Around the world, diesels of whatever persuasion, for power generation can look to a rosy

prospect - in the less developed countries environmental issues will be many years behind the current pre-occupation of the rich west, where concerns about nitrous oxides (NOx) and unburnt hydrocarbons predominate.

The World Bank and the aid agencies are increasingly recognising the economic and practical madness of the Third World following the west in terms of highly centralised power plant, based on large coal and gas turbines.

Apart from the higher capital cost, there is the sheer difficulty of keeping the distribution network free from the ravages of climate and those who steal the network itself to stay alive.

For these countries, local diesel power, close to the load, is the only sensible and economic choice. In the affluent west, the diesel for baseload generation, particularly with heavy fuel, faces a less uncertain future due to emissions.

For the time being, and the foreseeable future in the UK, tight emissions limits can be met, by manufacturers - careful injector design, and reduction in crevice volume reduc-

ing the white smoke problem, for example. But the big problem are NOx. One method of NOx reduction is the use of a three-way catalyst and ammonia injection but this is very expensive.

Some manufacturers are looking at water injection. Nevertheless, bearing in mind that legislation is unlikely to be retrospective, and that current designs can easily comply with the latest UK limits, there does seem to be a significant market for heavy fuel engines, in mini-power station mode with heat recovery, the value of the recovered heat off-setting the cost of NOx reduction.

Another growing market pioneered by Caterpillar, with Cummins now entering the fray, is the concept of the Power Module. These are mobile, transportable power units, complete with factory-fitted utility grade cooling, fuel supply, fire control, breakers, protection, and automatic controls to allow paralleling with the grid.

They are based around the highly successful high-speed 3500 engine, and are available fully installed for about £150 per kw which is far less than the cost of new central power plant, at £550 per kw, say, for a CCGT (Combined Cycle Gas Turbine).

Caterpillar has had considerable success selling these to American utilities to cut peak generation costs, and to delay reinforcement.

In the UK, Caterpillar dealer H Leverton has had interest from several large power users in this concept. Other uses allow the operation of sub-station loads, temporarily cut off during maintenance. Caterpillar's constant attempt to go direct to the users, and cut out the independent and often indifferent packager, is based on the argument that these portable mini-power stations are made with parts with guaranteed 48-hour availability through the legendary Caterpillar spares system - something the packagers cannot meet.

Based round the heavy fuel-burning 3600 medium-speed engine, the Caterpillar modular power plant concept is gaining a lot of attention worldwide - particularly in eastern Europe - these fully pre-packaged units are again fully factory-assembled and are delivered in three ready-to-run containers by low loader, in bites of 6MW.

Complete mini-power stations, up to 35 MW each, fully containerized, are available based on this concept for around £250 per kw, fully installed, and deliverable in months rather than the years for a new central plant such as a CCGT.

When line losses and own use are taken into account, these gas or heavy fuelled plants offer cheaper power to the user than from a CCGT. Again worldwide surveys by organisations such as the UK's Institute of Diesel and Gas Turbine Engineers show that these kinds of plant can achieve significantly better availabilities than central plant - 97 per cent is achievable - way above a coal plant's 65 per cent, and arguably beating a CCGT 95 per cent.

The author is an energy consultant specialising in mini-power stations

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DIESEL TECHNOLOGY 6

Allan Rawnsley looks at the construction machinery industry

Sales drop in difficult times

THE European construction machinery industry, Germany apart, is despondent, with sales in 1991 plummeting compared to the high levels achieved in 1990.

According to The Corporate Intelligence Group, output of construction equipment in that year - the vast majority of it utilising diesel engines - peaked at about 200,000 units. KHD Deutz were the market leaders in this sector, contributing some 28 per cent of overall demand.

Attempting to maintain this leadership, Deutz are investing \$343m in a new plant alongside the existing research and development centre at Cologne-Porz, to produce the air/oil-cooled 1011 series. This engine is gaining widespread acceptance with German off-highway equipment builders and is also appearing in mobile compressors, particularly with Atlas Copco, Deutz's single largest customer in the construction sector.

The Porz plant will also be used to manufacture the two new-generation liquid-cooled engine series covering the 45kW-190kW power range, due to be officially launched this autumn as the 1012 and 1013 ranges. These are intended to replace the ageing 912/913 series, which are popular con-

struction equipment engines. Two assembly lines are being laid down with an initial combined capacity, depending on the model mix, of between 130,000 and 150,000 engines annually.

The move away from air-cooled engines is a radical change for Deutz and is brought about by the ever more stringent environmental regulations envisaged through the 1990s. The new units are designed to have exhaust emis-

Yanmar may be the first Japanese diesel engine builder to have its high-speed engines made in the EC

sions below even the future EC threshold limits, and are claimed to rank among the world's most "de-noised" construction equipment diesels.

Noise and vibration were given as two of the reasons why one of Germany's leading manufacturers of construction machinery, O&K, signed a five-year contract with MAN for own-branded, water-cooled engines in the 45kW-300kW power category. Previously, MAN had been virtually unrepresented in this sector of the market.

The replacement of Deutz engines started earlier in the year for medium weight hydraulic excavators. Completion of the change, for relevant models, is scheduled over two years, due primarily to the re-engineering requirement, but also to allow for further development of the product range.

In the UK, as a result of EC noise directives, both Thwaites and Benford introduced de-noised engines into their site dumpers during the course of 1990. Thwaites replaced Lister air-cooled units with Perkins 100 Series engines for European customers and the Deutz air/oil-cooled 1011 family for those clients not prepared to change to water-cooled engines.

Perkins Engines have had similar success with the Anglo-Japanese 100 Series for power-jacking JCB mini excavators and some CompAir single-tool mobile compressors. Nevertheless, the majority of mini excavators built in Western Europe - about 11,500 units in 1990 according to The Corporate Intelligence Group - utilise engines wholly manufactured in Japan. Kubota, Nissan, Isuzu, Mitsubishi and Yanmar are the principal diesel engine suppliers.

Following the marketing link signed with Navistar

International Transportation Corporation in 1990, Perkins have recently launched the 1300 Series engine, which fills the gap between the Phaser (or 1000 Series) and the Eagle (or 2000 Series). The six-cylinder 1300 Series is aimed specifically at the construction machinery, forklift truck and generating set markets. The new series is turbocharged to minimise harmful exhaust emissions and covers the 135kW-205kW power bracket.

It is clear that exhaust emissions legislation will pose ever greater challenges to the diesel engine industry

Yanmar may well become the first Japanese diesel engine builder to have its high-speed engines manufactured in the EC, if the newly-forged link with Italian engine builder Ducati fulfils expectations. The partnership, announced at the beginning of the year, is planned to progress from the importation of built-up units for Italian customers, to full-scale production for EC distribution by the end of the decade.

Initially, the Yanmar L and TN series, covering the 2.5kW-

70kW power range, will be represented. Efficient and compact units, they are popular with small construction machinery builders in Japan.

An important factor behind the Kubota investment in Cummins Engine equity, in 1990, is access to the Cummins bank of information and expertise in controlling exhaust emissions for on-road and off-highway vehicles. Future collaboration seems likely to develop the emissions technology further. Kubota also plans to set up an engine manufacturing facility within the EC, to serve both its Spanish tractor operation and German mini excavator plant. Engines for both these plants are presently imported from Japan.

It is clear that exhaust emissions legislation will pose ever greater challenges to the diesel engine industry, although the timing and exact details for off-highway applications have yet to be determined. European manufacturers of diesels have been investing heavily to build up the necessary technology ahead of the imminent legislation.

One approach has been the introduction of digital electronic governing for agricultural and construction machinery engines. This allows basic engine parameters such as



A Michigan wheeled loader and Euclid rigid dump truck, both with Cummins engines

speed, power, fuel flow and timing to be finely controlled. The data obtained may also be passed to other machine components having integrated electronic systems, so as to optimise machine efficiency in virtually any working environment.

It also provides the means for diagnostic maintenance, which will serve to offset the apparent increase in complexity, and is expected to become widespread in Europe during the course of the 1990s.

Cummins has developed its venerable 14-litre engine to comply with the stringent Californian regulations and is now in US production. It incorporates the Select Electronic Fuel System which controls

fuel metering and injection timing to optimise the thermal efficiency of the engine. This is achieved through more complete combustion, thereby reducing the level of exhaust pollutants. However, it is not yet being adopted as the norm for European customers.

SAME, the Italian tractor builder, is the first European engine builder to fit digital electronic governing as standard. The new 80kW-95kW rated 1000 engine family, which also incorporates dual air- and oil-cooling, powers the recently announced high-horsepower line of farm tractors.

The changes brought about by the merger of the agricultural and construction machinery interests of Fiat and Ford,

to form N.H. Gentech, are still in progress. Fiat holds an 80 per cent stake in what is now the largest agricultural tractor manufacturer in the world, in terms of units sold. The former New Holland Basilidon plant, with its 2,800 employees, is set to become the premier source of engines for the new group.

New models are widely anticipated by the market, which should not be disappointed before the close of the year, as the group further exploits its access to more than half the 1.2m units-a-year global tractor market.

The author is an international marketing consultant specialising in diesel engines.

MARINE ENGINES

Growing environmental controls

CONSIDERABLE progress has already been achieved by engine designers in cutting specific fuel consumption (SFC) rates and adapting to the poor quality fuels which are now the staple feed of the large marine engine.

Thermal efficiencies greater than 50 per cent have been reached, and efforts to further reduce SFC at full-load conditions are approaching the area of diminishing returns.

But growing environmental controls, and the increased importance attached to the part-load performance of modern high-efficiency machinery, have stimulated new attention to the fuel-burning process across the power profile.

Shipowners' high expectations today relate not only to the efficiency of the propulsion plant, but increasingly also to its reliability and lifetime upkeep costs. Accordingly, further improvements in reliability, extended times between overhauls (TBOs), and reduced maintenance requirements are key development goals for every licensor. These factors have assumed great importance in the light of reduced manning and other changes in shipboard organisation.

Exhaust gas emissions will emerge as an increasingly important design criterion in the 1990s.

Expenditure on research and development was maintained during the shipping market's lean years by German-owned MAN B&W Diesel, and Winterthur-based Sulzer Diesel, which together command about 90 per cent of the world market for large, two-stroke marine propulsion machinery. New Sulzer Diesel's current standing in both the two-stroke and four-stroke sectors, under the new primary ownership of Italy's Financieri Group and Germany's Bremer Vulkan and Deutsche Maschinen unter Schiffbau (DMS) vindicates the wisdom of the sustained commitment to R&D.

R&D activities in the fields of materials, tribology, fluid dynamics, noise analysis, corrosion and chemistry continue to benefit from NSD's co-operation with Sulzer Innotec, the central research facility of the Sulzer Corporation.

The RTA84T engine, latest addition to its low-speed RTA range, represents an important breakthrough by providing for efficient vessel operation at shaft speeds as low as 54rpm. This better matches the trend in large tanker and bulk carrier design towards larger propeller diameters and slower propeller speeds.

It extends the concept of flexible engine setting introduced with variable injection timing (VIT) to include variable exhaust closing (VEC) and load-dependent cylinder cooling. Principal objectives have been gains in flexibility under all power load conditions, making for greater part-load economy, and high reliability.

Savings in fuel consumption in the order of 5 per cent are promised for the new type, which develops up to 5,280bhp (3,880 kW) per cylinder at 74rpm, and is available in five- to nine-cylinder format to give a power range from 26,400 to 47,520bhp (19,400kW to 34,920kW).

The first engine is to be

manufactured in Japan by Diesel Union for installation in a new Japanese VLCC crude carrier next year.

The RTA84T incorporates sophisticated operating features deriving from practical investigations conducted on the 4RTX54 research engine at Winterthur. The operating parameters of the RTX include a maximum cylinder pressure of 180 bar at a mean effective pressure of 20 bar, and a 4.0 stroke/bore ratio, as a means of exploring future possibilities in terms of power concentration and component performance.

The main idea behind the RTX project was to create a research engine that was, in many respects, more advanced than a possible next generation, production design, and to apply the knowledge gained from this project, in part or in full, to later series-built engines.

While ever-larger propeller sizes in the tanker and bulk carrier sectors have underpinned the move to ultra-long-stroke machinery with slower run-

Two of the largest diesel engines ever ordered, in the shape of 62,400 bhp (45,840 kW) units are under construction in Japan

ning speeds, limits to propeller size imposed by Panama Canal dimensions, and other draught constraints on increasingly large container ships have necessitated a different engineering approach. This has entailed the development of machinery that can run faster so as to deliver the enormously high power ratings required. MAN B&W reacts to this new demand from this sector of the market. Initially, it modified its successful L-MC engine to incorporate a shorter stroke, and subsequently introduced the MC-C version of certain models in its two-stroke range. In aiming for the optimum power/speed combination, a revolution range of 60-104rpm was chosen for the resulting K80MC-C and K90MC-C and K90MC-C engines, based on extensive market research involving shipowners, shipbuilders and propeller manufacturers.

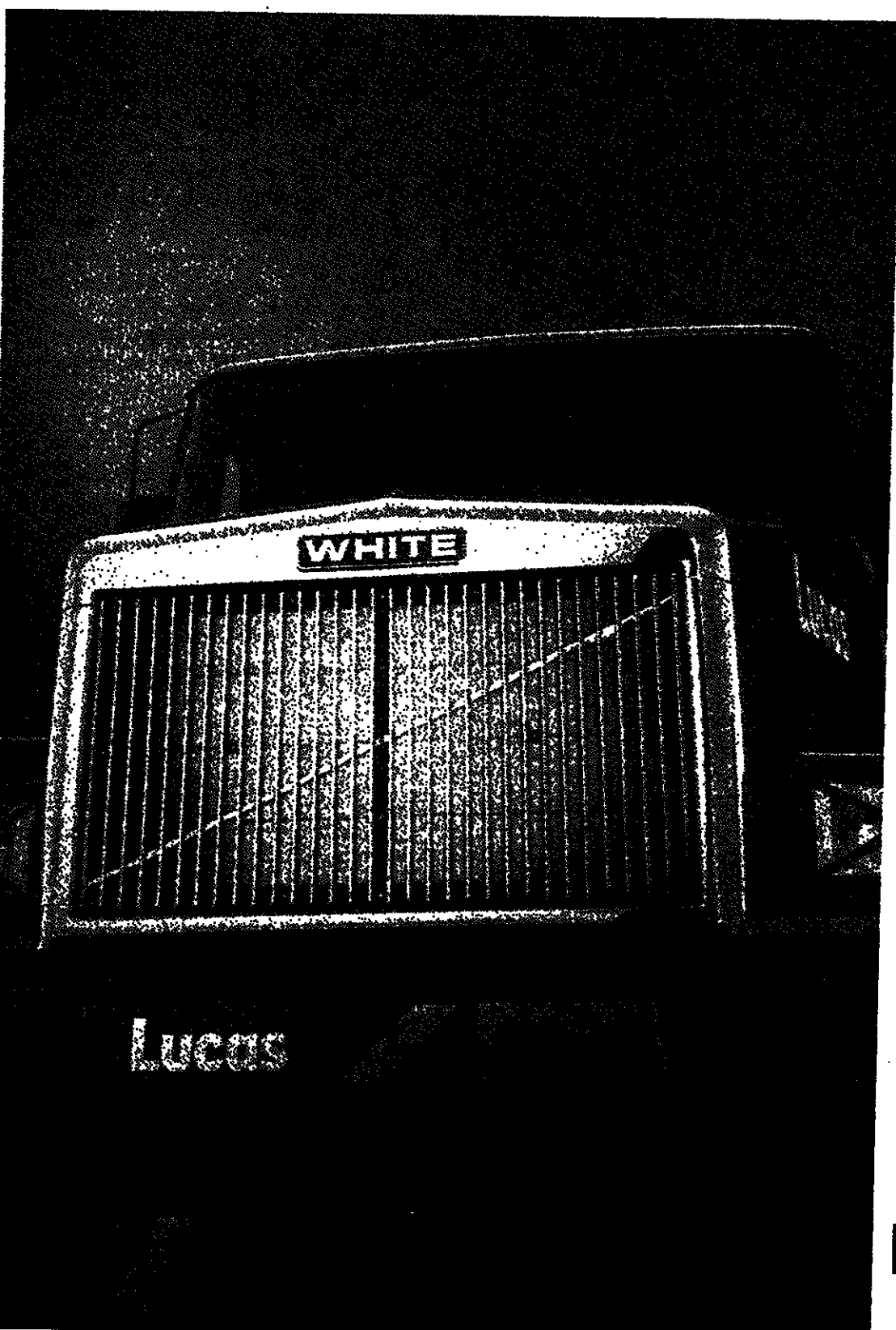
The across-the-board upgrades announced in May by MAN B&W for its low-speed, two-stroke range take the MC series to an upper power limit of 70,490bhp (51,800kW).

Current manufacturing activity in the Far East includes two of the largest diesel engines ever ordered, in the shape of 62,400 bhp (45,840 kW) units to be installed in container ships under construction in Japan for the Rotterdam-based Nedlloyd Group. The power units are 12-cylinder models of the RTA84T design unveiled by Sulzer three years ago.

Meanwhile, four-stroke machinery predominates in the propulsion market for smaller merchant vessels as well as in the ferry and RORO sectors, and provides the basis for diesel-mechanical and diesel-electric installations in modern cruise ships.

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OFFICE TECHNOLOGY

SECTION III

Tuesday October 8 1991

THE PROMISE OF A
decade ago — of the
paperless, automated
office — has yet to
be fulfilled, writes

Della Bradshaw. If Europe's
white-collar productivity is to
improve, offices need to combine
elements of technology already in
disparate use in an overall plan

Need for an overall plan

FOR MANY, the way offices are organised has hardly changed since clerks in Charles Dickens' day scratched away with quill pens in dingy back offices, producing letters and contracts.

The promise of a decade ago, that the automated office was just around the corner, has yet to be fulfilled. And the increased efficiency of the paperless office is still a dream of the future.

Nowadays, European office workers create 3.5m sheets of 8½ paper — 45 sheets each — every day, according to research from the Association for Information and Image Management in the US. In addition, there are 800m sheets of computer print-out, 300m photocopies made and 100m letters written in Europe every day.

Even more depressing is that, while the manufacturing sector has benefited dramatically from the implementation of technology, similar gains have failed to accrue in the office. During the 1980s factory productivity in Europe increased by about 75 per cent. White-collar productivity, meanwhile, improved by only 5 per cent, according to the

OECD.

The problem, says Mr David Best, a partner at management consultants Touche Ross, is that most office managers automate single tasks — they might buy a new personal computer, a faster photocopier or a quieter printer — but they fail to automate the complete process.

"You would never dream of automating a factory by giving each worker a faster machine tool and not connecting it to the production process as a whole," says Mr Best. "But in the office that is exactly what we do."

Mr Bernard Fournier, managing director of Rank Xerox, makes the point that 90 per cent of information technology investment has gone into managing data, while 90 per cent of information is still held on paper documents. "Applications like data processing, word processing and spreadsheets only automate tasks," says Mr Fournier. "The way that information is structured, communicated and moved through the office has remained largely unchanged."

For example, facsimile machines can send documents in seconds to the other side of

the world. But often the fax ends up in a central postroom and waits there for hours while someone sorts out the sheets of paper and delivers them to the appropriate person.

This, says Mr Peter Crook, divisional manager for the financial and professional sectors at Wang, is why achievements in office efficiency have been "devastatingly poor". The principal reason why processes are not dealt with, he says, is

"The way information is communicated and moved through the office has remained largely unchanged."

that they involve all sorts of things which are difficult to automate — and, not least of them, people.

As Mr Best says: "Technology is the easiest bit, it's the interaction of people that is difficult." What tends to happen in a typical office, he says, is that, for example, a solicitor uses his or her PC to get data from the central database. This is then circulated on paper. The firm's senior partners read it over and then create a dossier on the subject. Then action is taken on the dossier.

"The job is seen as slices determined by the people that do it, not the process involved," says Mr Best. "The whole thing needs to be turned on its head and viewed from the other end of the telescope."

According to a recent survey* from the management consultancy division of Touche Ross, in conjunction with the Institute of Administrative Management, the most successful office automation projects are those where the technology is used as a tool to achieve a business objective, where the plan has the support of top management and where the introduction moves hand-in-hand with vocational training — although such projects are few and far between.

The report says that in nearly 80 per cent of cases office automation has been aimed at administrative and clerical workers in a company. Many companies introduce word processors, says the report, and then managers believe the task is complete and sit back complacently.

Mr Crook holds up as a good example of process automation that of just-in-time manufacturing in factories, and believes offices should be "re-engineered" in the same way. "That of course is a bit of a

joke as it suggests offices were engineered in the first place, which of course they weren't," he adds. "They grew organically."

One benefit in re-engineering the office would be to make it easier to spot the breakdown in processes. "In manufacturing if a stage breaks down, you can spot the problem," says Mr Crook. "In an office, you can't do that. In an office your working stock is people, and gener-

Manufacturers believe that the recession has lent credence to the process automation approach

ally you just throw more people at the general problem." Manufacturers such as ICL and Wang, and information technology consultancies such as Touche Ross, have developed methodologies and software products to enable commercial companies to carry out this re-engineering.

Called, variously, "business process management", "process processing" or even "process processing", their aim is to help offices analyse how they work and look for improvements. Then a new

"workflow" process is devised and the technology implemented.

Many of the elements of technology used are already in disparate use today, such as databases, word-processing and electronic mail. Recent developments, such as document image processing and the ability to send faxes directly from the screen of a networked PC have contributed to the overall plan.

In an insurance company, for example, once a claim form is received, it can now be scanned into the system, labelled and then sent directly into the queue of the person who deals with those issues. If there are several people who deal with initial claim forms, an "intelligent" system would look at the queues of the relevant staff and allocate the letter to the shortest queue.

Some emerging technologies could consolidate the position. If voice messaging technology could be merged with text processing — enabling a dictated message to be tagged to a complex chain of correspondence — the whole package could travel round the system together.

Looking further ahead, the next buzz phrase in automating the office could be "issue

management" says Mr John Dicks, of ICL, the UK-based computer maker now owned by Fujitsu of Japan. Rather than automating a process, this approach would look at specific issues — what to do if your rival introduces a phenomenal new product, for example.

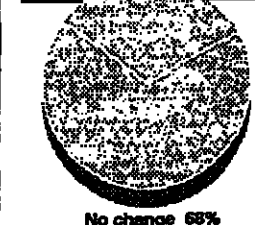
Surprisingly, perhaps, manufacturers believe the recession in the US and Europe has lent credence to the process automation approach. "These days I'm sure that no company can afford to have people who are not entirely productive. If people are very productive doing the wrong job it's no use," says Mr Derek Puplett, product marketing manager for Olivetti Office. "It often doesn't need a new PC or hardware, it requires the correct procedures."

In the final analysis, though, will this type of process automation actually reduce the amount of paper in the office? "Eventually, it will mean dramatically less paper, of that I have no doubt," says Mr Crook. "The need is to design a process which does away with paper."

*Office Automation, the Barriers and Opportunities. Touche Ross, Hill House, 1 Little New Street, London EC4A. Price: £45.

Office Automation: effect on staff numbers

Decreased 22% Increased 10%



Source: Touche Ross

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It's dark, isn't it?



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OFFICE TECHNOLOGY 2: Office Computer Systems

Joia Shillingford looks at PC networks

Gains and losses

"IT COSTS half as much to get an application up and running on a personal computer (PC) network as on a minicomputer," says Dr Gordon Ross, European director of Microsoft's consultancy division. And it is not just software development which costs less. It is also considerably cheaper to buy and maintain PCs.

Such cost savings help to explain why networked PCs are replacing the traditional minicomputer in the office environment. How have companies made the changeover, and what have been the benefits and drawbacks of "downsizing" (the practice of moving to smaller systems)?

Cost savings. Building company Geoffrey Osborne switched from minicomputers to PC networks a few years ago. The company outgrew its IBM 36 minicomputer in 1987 and IBM was encouraging it to upgrade to the more powerful AS/400 minicomputer.

This would have cost up to £1m because the machines have different proprietary operating systems and most of the software would have had to be completely redeveloped. Instead, the company opted for a much cheaper solution, a product called Baby 36 from California Software of the US. This emulates the System 36 environment on PCs so the company's software did not have to be rewritten.

Osborne's move from the System 36 to PCs on a Novell network went smoothly. After a successful test, the company's plant-management software transferred from the 36 to a PC over a weekend. The

main difference to users was that on Monday morning they were using PCs instead of dumb terminals. Gradually, the accounts, sub-contracting, buying, sales ledger and administration packages were also moved to PCs and the System 36 was sold.

The move to PCs has improved the company's management information, because it can now use Lotus 1-2-3 to manipulate data that used to be on the System 36.

The network has expanded and now links over 100 users at different UK sites. They use IBM and Compaq PCs supported by a mixture of IBM and Compaq file servers (powerful PCs which manage the network and store files). It already had most of the PCs so the main costs were for Baby 36 software (from £3,700 for up to five PCs), for extra storage and for linking the PCs together (less than £100,000).

Flexibility. Even when keeping minicomputers for some jobs, many companies are developing new applications on PC networks to increase flexibility or improve responsiveness to customers. Mr Theodore Klein, president of the Boston Systems Group, a US consultancy specialising in downsizing, says: "PCs are far more adaptable to business

change. Large organisations, especially in the financial sector, need to be very agile."

City stockbroker Smith New Court decided to develop its new dealer information system on PCs supported by a Compaq file server, rather than on its existing Digital Equipment Vax computers, because it wanted a more flexible system. "PC development tools (such as SQL Windows) are quicker and easier to use than minicomputer tools," says Mr Greg Dowling, agency systems manager at Smith New Court. This means that new applications and changes to existing ones can be written faster.

Each sales area at Smith New Court has access to a number of PCs running MS-Dos and Windows. Microsoft's graphical user interface. From their PCs, dealers can request information from a settlement database stored on a Compaq file server. The settlement data is transferred from the Vax to the server database (based on Gupta's SQL Base) overnight.

Dealers took to the new system quickly because they had already seen several prototypes, which had been modified to suit their requirements. Now they get more up-to-date information.

Developing the system took up two people's time for four

months. Excluding manpower and PCs, the system cost £16,000 (including the file server and development tools).

Mr Dowling says companies which are developing minicomputer-style applications on PC networks for the first time should not expect cost savings immediately. This is because they will have to invest in new software and may have to buy in PC skills. "The savings will hit you on the second and third application, which we've already planned," he says.

Smith New Court has opted for a client-server approach to networking. This is proving to be the most common architecture for downsized installations. The user's PC, the "client", does a lot of its own processing, but can also issue commands to a larger computer on the network, the "server".

The function of the server, which can be a powerful PC, a workstation, a mainframe or a minicomputer, is to store and process information that would be too cumbersome for the client PC to handle. Wherever processing takes place, information is presented to the user on a PC. And PCs can draw information from more than one server.

According to the research consultancy Ovum, client-

server computing often appeals to companies which find that they have more processing power on the desktop than in the computer centre.

Specialised servers are starting to appear, eg for electronic mail. So are tools for splitting applications between "client" and "server" computers. Yet managing client-server environments and building applications is still difficult. For example, there are few products for backing up data on PC networks, which recognise (as minicomputer products do) that it is not practical to back up unchanged files every night.

Other difficulties in downsizing to PC networks include: ● Lack of control. A totally centralised IT structure will not be suitable, because some of the responsibility for IT and IT costs will inevitably shift to departments. But a controlling strategy will still be needed. ● Lack of experience. In a report "Client-server computing - commercial strategies", Merrill Lynch cites "experience" as one of the client-server products it would like to buy. Mr Klein says: "The technology is available, but the service and support and appreciation of what it can do aren't really there. It's like having a jet fighter on the runway but no staff able to fly anything more nimble than a Jumbo."

Despite the difficulties, Mr Ross says that "by the end of next year, we'll see a lot more companies replacing minicomputers with networked PCs".

Joia Shillingford is editor of Electronic Office, an FT newsletter on the business aspects of technology.

PORTABLE COMPUTERS

Vendors see prices fall faster than costs

PORTABILITY - that much heralded revolution in personal computers - has finally hit the European market. But it is the consumers rather than the manufacturers who are enjoying the benefits.

Portables continue to represent the fastest-growing segment in the PC sector, with more than 12 per cent of the European market, according to Dataquest, the UK market research company. And they are expected to have more than 30 per cent by 1995 as consumers take advantage of these smaller, lighter machines.

Such figures should be heartening for portable vendors. But a combination of poor economic circumstances and excessive competition has meant that prices are falling far faster than costs. The portable revolution has resulted in more machines being sold, but not all the vendors have been making much money.

Until recently, the growth of portable product sales has been phenomenal. European sales of portable products have grown from about 250,000 in 1988 to nearly 725,000 in 1990.

But that growth rate is now slowing. From a high of 79 per

cent in 1989, unit growth is expected to reach only 37 per cent next year, according to Dataquest, and will slow to only 17 per cent a year by 1995. The fastest-growing sector, Dataquest believes, will be for notebook machines which it defines as weighing 7lb - just over 3kg. It expects sales of these lightweight machines to reach 1.5m within two years.

If that 37 per cent rise in unit sales for the whole portable market were matched by revenue growth, vendors would not be particularly worried. But manufacturer margins are under threat.

The Gulf war, together with German reunification and a slowdown in the economies of the two other largest markets - France and the UK - has affected demand for portable products.

In addition, nearly every PC manufacturer has taken notice of the sector's growth, compared it with the poor position of desktop PC market, and then launched a portable product. A classic marketing battle is taking place as vendors start to talk about the portable market already starting to mature, but already starting to mature.

Toshiba, the European market leader, estimates that

whereas there were about 35 portable suppliers in 1989, this year more than 150 companies exhibited at Comdex, the computer show. Compaq, the US manufacturer, says it gave up counting its competitors when they passed the 300 mark.

The established notebook vendors, such as Toshiba and Compaq, are being challenged from three directions. Existing PC manufacturers such as IBM and Commodore have launched credible products over the last year; Japanese companies with strong capabilities in screen technology have also introduced excellent high-specification machines; and finally, at the low end of the market, the established players are being squeezed by clone manufacturers from south-east Asia.

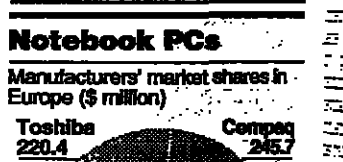
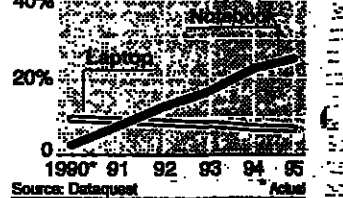
"The main problem is that the portable product is easy to replicate," explains Mr Bob Webb, managing director of Victor Technologies UK, the British subsidiary of US-based Tandy Corporation. "You can set up a plant anywhere in the world, buy the components and then screw them together. It's becoming increasingly difficult to differentiate products."

With most vendors agreeing there is chronic overcapacity in the market, it is not surprising that price rather than product has become the main method of differentiation in an increasingly competitive market. "Some of the discounting is enormous," admits Mr Webb. "The cost of manufacturing the technology is falling, but the prices portable manufacturers can charge is falling faster." A laptop with a 50 megabyte hard disk and a 386x chip can be found in the UK for under £2,000 at the moment, whereas a desktop with the same specification was £2,000 last year.

A war of attrition is under way. The leading vendors are gradually losing market share to the new entrants. Dataquest estimates that Toshiba had 28.5 per cent of the European notebook market by value during the second quarter of this year, while Compaq had 27.6 per cent. Compaq's share by volume over the same period was down from 39 per cent last year to 19 per cent.

Although portable computer technology is widespread, most marketing directors nevertheless still talk about differentiating their products through the functionality of the machine. The next great leap forward - expected early next year - will be the widespread introduction of thin film transistor (TFT) active matrix colour screens. These should provide better differentiation than traditional visual display units. Sharp has produced a screen which, it claims, will reduce power consumption by as much as 70 per cent.

Other methods of differentiating the machines over the next year are likely to include security features - considered a must after the British Army's



Product life-cycles are accelerating at an alarming rate. Toshiba, which used to pride itself in being in the forefront of portable product development, admits that it can no longer be first at everything.

Some companies are looking to sell added-value solutions, by ensuring their dealers can provide the sort of service required by large account customers. Victor, for example, has cut the number of its British PC dealers from 517 to about 100. The group wants only dealers with adequate technical support, maintenance facilities and software support. Others are planning to sell their simpler products through the UK multiple chains, such as Dixons and Widdows.

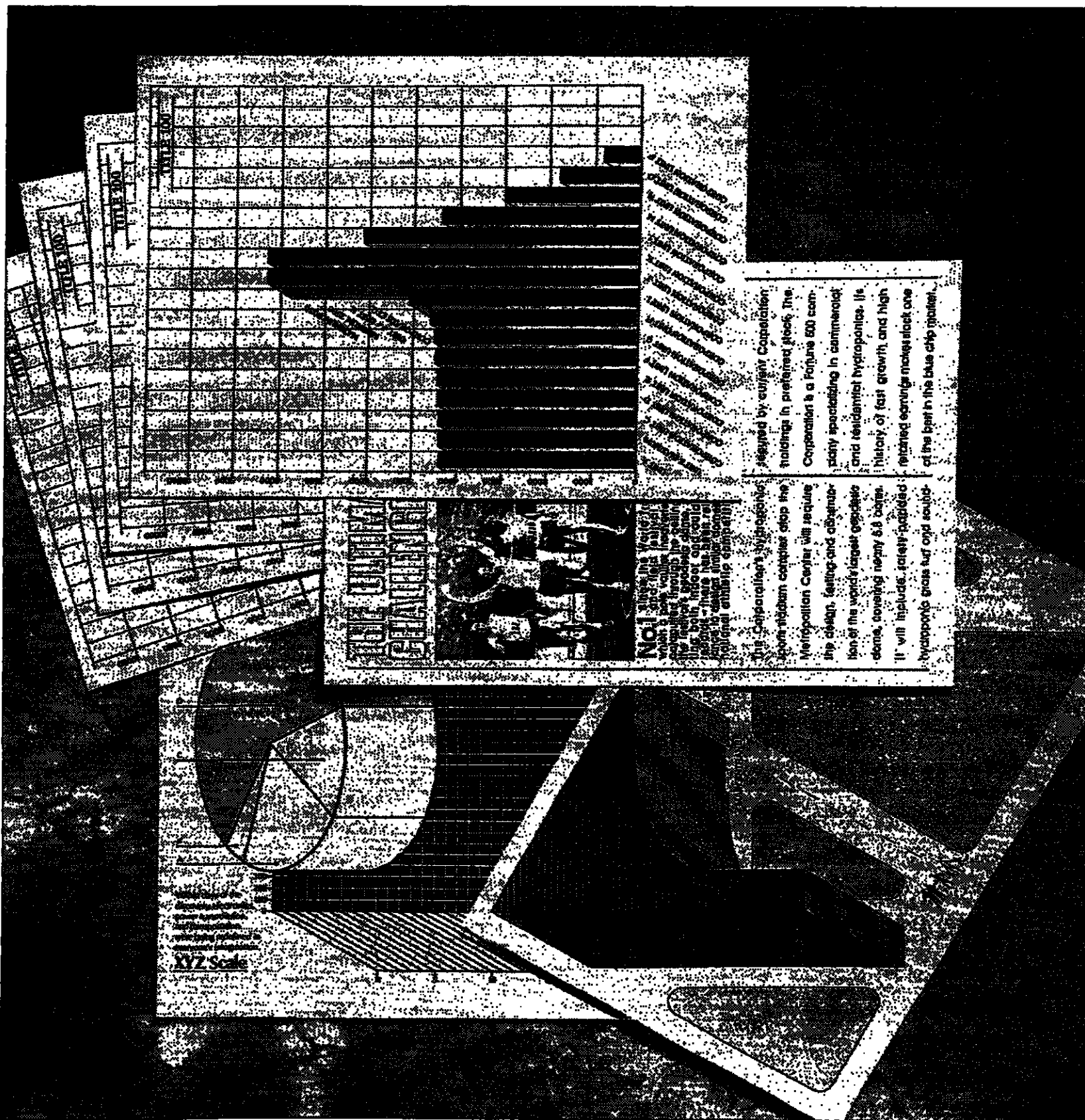
Mr Gian-Carlo Bisone, vice-president of marketing for Compaq Europe, expects "superstores", such as those already developed in the US, to emerge. These specialist computer shops offer easy-to-configure products off the shelf, with limited support, in a similar way to department stores.

In the meantime, distributors much expect shrinking margins. Toshiba, for example, is negotiating with its distributors to cut the dealer discount rate from 43 to 30 per cent.

The shake-out will affect vendors and distributors alike. But the main beneficiary is the consumer. The latest machines are lighter, faster and more legible than their predecessors - they are also cheaper.

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OFFICE TECHNOLOGY 3: Office Computer Systems

DOCUMENT IMAGE PROCESSING

Refining the paperless myth



Rediffusion Simulation of Crawley, Sussex, has ordered a £30,000 document image management computer system from Cimago International of Bracknell, Berks

computer actually "reads" text and diagrams, so they can be manipulated by word processing packages, for example. The technology has improved markedly, so that companies are now claiming 98 per cent accuracy.

He also highlights a third category, which Xerox calls "image lift". Banks, including one in Norway, are considering scanning cheques electronically and then sending their customers miniaturised reproductions of them, which can be reconciled against their cheque book stubs.

The main consumer of image processing equipment appears to be in financial services, particularly banks and insurance companies, which are, in Mr Jones' words, "transaction-driven": they rely on daily processing of large amounts of information in a regular format.

For the same reason, there is interest, although less funding, from the public sector. Several equipment suppliers are currently bidding for a system for Companies' House, which receives more than 40,000 pages of paper every day, and typically takes more than an hour to retrieve existing records stored on microfiche.

Mr Martin Spencer, image marketing manager at ICL,

says there are three main applications for image processing: archival work, which uses image processing as an electronic filing cabinet; workflow applications, where scanning is one part of a work process; and operational tasks, where it is a constant part of the daily work of a department and requires fundamental change in how work is organised.

Gushing projections over the past few years have always been that image processing is just on the verge of tremendous take-off. Mr Jones is

ing has been sold on the grounds of economic savings. Paper consumes a vast amount of costly space, and requires a great deal of staff time for retrieval.

However, Mr Jones suggests that the stronger argument today is in helping to boost competitive advantage. As obsession with the idea of customer responsiveness grows, image processing facilities offer companies one way to speed up response to inquiries, and provide a more efficient service to the public.

In a public utility, for instance, bills and payments can be processed electronically as soon as they are received. They can then be rapidly called up when a customer telephones or comes to an office for account information.

Mr Malcolm Dowsett, information technology services manager at Essex Water, oversaw the installation of a prototype ICL image processing system in its purchasing department earlier this year. It now stores all invoices, contract details and other routine documents relating to any order placed. Each A4 sheet takes less than two seconds to scan. In a typical day, the office scans 100 sheets each day.

The company was motivated

by a desire to speed up retrieval times as much as to save costs. He says if the trial runs effectively, Essex Water may consider installing image processing in many other departments, including customer accounts and payroll.

Despite the slow rate of growth in demand for image processing, Mr Jones believes the industry has come a long way. "In the last two years there have been tremendous developments in storage, processing and power," he says. Optical discs have been among the great boosts to the technology required for effective systems.

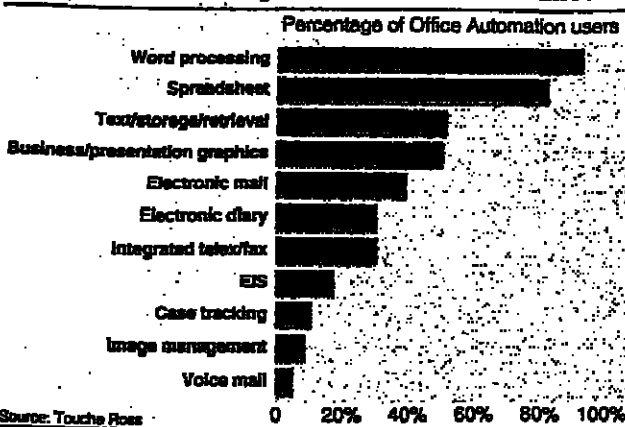
He is convinced that microfilm will be replaced by electronic storage by the end of the century as the main medium for storing documents, as compact disks make microfilm complex and costly to store by comparison. He also suggests that colour imaging will gradually replace reliance on black and white.

ICL's Mr Spencer adds that new image processing devices will soon begin to integrate sound and video images alongside conventional photographic ones. "I am certain that within four or five years, image processing will just become another part of the office environment, like the word processor a few years ago," he says.

Nevertheless, as Mr Jones says: "We're waiting for users to accept the technology that is already available. The onus is on suppliers to deliver existing technology in a non-threatening fashion."

Andrew Jack

Office Automation systems: facilities installed



Della Bradshaw investigates problems of computer security

Viruses, fraud and plain commonsense

HACKERS, computer viruses and computer fraud have become common parlance in the media and in many boardrooms. For as personal computers have spread through offices, replacing locked filing cabinets or central computer rooms, the security of the information held on the computer system has become increasingly difficult to ensure.

Many companies assume that the biggest difficulty is in guaranteeing that unauthorised staff or outsiders do not read confidential data - or change or destroy it. But according to Mr Alan Solomon, chief executive of computer security firm SS International, of Berkhamsted, Herts, many companies are paying too much attention to the exotic and the scandalous, and too little to basic security commonsense.

He says the biggest security problem of all is a lack of back-up systems in case the computer hardware fails. He likens the PC's hard disc to any piece of mechanical machinery - in the end it will inevitably stop working. The problem is that many companies realise that they have forgotten to back up their discs - and therefore have no duplicate source of data - only when it is too late.

Even those companies which do copy data often store their discs locally. So if the machines are stolen, the thief is likely to take the back-up discs as well. A fire sweeping through the office would have a similarly disastrous effect.

If all a company's paperwork is destroyed, it may be unable to find out who it has paid or to whom it owes money, what stock it holds or what it has ordered or even who its customers or suppliers are, says Mr Solomon.

Although he plays down the idea of computer fraud and hackers, he acknowledges that viruses - computer codes which replicate themselves from one computer to another and then alter or destroy software - are proving a growing problem.

The first viruses did not appear until about 1987, but already about 250 of them have been documented. Mr Peter Lammer, managing director of Sophos, a company in Abingdon, Berks, which specialises in eradicating viruses, says that while two years ago viruses were largely a question of talk, now they have become a real business problem. Most large companies in the UK will have had at least one virus attack in the past year.

Although viruses with names as bizarre as Creeper and Reaper, Fin Shot 4 and Friday the 13th may raise a smile, they can be difficult and expensive to eradicate. Many of the early computer viruses - and these are the ones that are still most prevalent today - are largely just annoying. But companies with large numbers of discs may find that they have to search through thousands to find the rogue one and it may take days to eliminate the ball bouncing across the screen or prevent the text falling into a pile at the end of the screen.

Mr Lammer cites the case of a computer centre with 400 PCs. It had to close for four days to clear out a virus. Although the virus itself did not destroy data, the 1,600 man days of time lost in eradicating it had a serious commercial effect.

The problem for companies wanting to protect their software by carrying out "safe computing" - a term coined after the Aids computer virus struck about 18 months ago - is that the attacks are rarely perpetrated maliciously. Some

of the earliest carriers of viruses were computer maintenance staff. They travelled from site to site inserting the same maintenance disc into machines belonging to different companies. If they picked up a virus in one company, it was transferred to every other company they visited.

Today many viruses are introduced by employees bringing in a disc from their home computer - a game, for example, or some office work they have finished off in their spare time.

Mr Chris Hook, senior consultant at the UK's National Computing Centre, says much of the virus problem can be prevented by buying software only from reputable suppliers and ensuring that any disc that comes into the building is checked for viruses before use. The PC that carries out the checking must not be part of the office network.

Virus checking software is widely available which searches for the individual pattern that every virus leaves in the program. For companies with networked PCs, the checking can be centrally orchestrated on a random or a regular basis.

Preventing computer fraud may be less easy. The widespread use of computer systems in financial applications - payroll, funds transfer or bill payment - has offered both disgruntled employees and organised crime alike a lucrative opportunity. Once the fraud has been spotted, it can often be too late to retrieve the lost.

There are two main types of fraudulent attacks: single Most large companies in the UK have had at least one virus attack in the past year

large-scale frauds, where millions of pounds are removed in one swoop or what Mr Donn Parker, senior management consultant at SRI International, in California, calls "salami attacks". In these, small amounts of money are sliced away over a period of time.

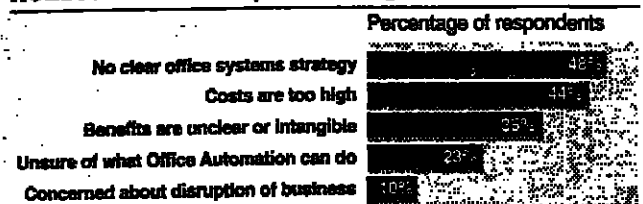
In successful "salami" crimes employees usually exploit the controls that have been built into the computer systems specifically to prevent fraud. Mr Parker cites one example which involved a member of the payroll staff entering overtime payments for several company employees. The names - which were used for checking payments - were entered correctly. But the payroll clerk substituted her own employee number for those of the people claiming overtime. As a result, the money was paid to her bank account.

Mr Parker says research at SRI, which has been recording and analysing computer crimes for the past 20 years, shows that "salami attacks" are more prevalent than large-scale frauds.

Basic preventative methods include having a reliable access control method to prevent would-be fraudsters from outside the company tapping into the computer system. Today these largely rely on passwords, but "biometric" devices - which involve checking fingerprints, signatures or voice prints - are becoming increasingly popular.

One of the latest companies to enter the market here is Olivetti Systems Networks. It has developed a smart card, a credit card-sized plastic card incorporating a chip, which can store voice impressions. This can verify the identity of the person trying to use the computer.

Reasons for not implementing Office Automation



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OFFICE TECHNOLOGY 4: The Electronic Office

ELECTRONIC TYPEWRITERS

Take a letter, Miss Jones in a word processing era

WINDOWS operating systems and graphical user interfaces may, eventually, make all word processing software easier to use. But no PC, WP package or printer combination yet devised offers the immediacy, ease of use, finite accuracy and cost/performance offered by an electronic typewriter (ET).

The advent of low-cost, high quality laser and ink-jet printers makes them affordable for every PC user, but a non-impact printer cannot make carbon copies nor print onto multi-page form sets; is not very good at accepting envelopes or the occasional label; and is more trouble than it is worth for one-off memos and filling in forms. A typewriter is the tool for those jobs every time.

You cannot beat an ET, either, for instant printing of foreign language characters and accents. Indeed, getting a printer to produce a £ sterling sign is not much easier today than it was five years ago. So it is easy to understand why ET sales continue at around 450,000 units a year.

However, the days of the large office machine appear to be all but over as smaller, sophisticated yet cheaper machines come on the market to satisfy both the PC user, who needs an occasional typing facility, and the small office/home office user, who does not need a PC but does need a text processor. Portables and compact models now command over 67 per cent of the ET market.

State-of-the-art features, even on sub-£250 machines such as the new Canon ES23, include line display, correction memory, spelling checker and user dictionary.

Increasingly, they can make use of standard 3.5in discs, as can the new Panasonic compact range, to which a 9in monitor for easier text editing may be added.

Some, for example the Triumph Adler BSS 300 typewriter-based text processor, can run readily available PC software, access databases on corporate mainframes, can be added to PC networks and can communicate or send fax messages via telephone lines using

standard modems or fax cards. Not all business equipment manufacturers believe there is a strong future in typewriters on a global basis. Earlier this year, for example, IBM sold out to Clayton & Dubilier. Lexmark International was then formed to take over design and production of the IBM branded typewriters, printers, keyboards and related supplies, with IBM retaining a 10 per cent interest and continuing with product marketing and distribution.

Xerox has just announced that it is to pull out of manufacturing and marketing typewriters in the US. But recently Rank Xerox launched the new German-made 6012 compact ET, confirming its intention to stay in the European market for the foreseeable future.

There is even a new name on the ET block. Having come from nowhere to become one of the top three in the fax market in little over a year, Samsung is launching the first models in a family of compact ETs and is also about to set the industry alight with a sub-£500 eight pages a minute laser printer.

Just as there is still a market for typewriter-based systems, so there is still a market for dedicated WPs, but again with portable machines realising the greatest growth. The trend was confirmed by Canon following better-than-average sales of the StarWriter 80 and by Brother whose sales of the WP5 and WP6 were higher than expected after their launch at the start of the year.

Intending to maintain its 31 per cent share of the portable market, Sharp beat the competition by launching the first portable WP to incorporate an MS-DOS compatible disk drive. There are plans to introduce later this year a portable WP which uses the same IC (integrated circuit) memory cards for document storage as the IQ organisers and, in 1992, a battery-operated portable WP.

Amstrad has underlined its commitment to the dedicated WP market by just launching two new PCWs, both of which use industry-standard 3.5in discs. For those who want a

low noise printer, the PCW 3256 Plus offers the option of a bubblejet printer. It is a pity that the company did not incorporate MS DOS file format compatibility.

However, with LocoLink, a cable and software package from Locomotive Software, it is possible to transfer files from a PCW to a PC running LocoScript PC word processing software relatively quickly.

The continued demand for typewriters and dedicated WPs in no way diminishes the demand for word processing software for running on desktop PCs. But the packages on offer today are much more than word processors. Not only do they offer sophisticated editing with spelling checkers and thesauri, they will even check your grammar, enable you to produce presentation quality documents to desktop publishing standards, including graphics and photographs.

However, the more sophisticated the features, the greater demand for graphical user interfaces and Windows to make access to features easier and quicker and to shorten the ever-lengthening learning curve. Indeed, easier to use software is a stress-reduction requirement under the EC Directive on minimum health and safety standards.

WordPerfect for Windows is one step nearer to release date, beta testing having begun throughout the world at the end of July. All being well, deliveries should begin before the end of the year.

WordStar, though, hopes to claw back some of its lost market share with the launch of Legacy, a Windows-based software package which combines word processing with extensive page layout and desktop publishing facilities.

Another challenge to WordPerfect comes from UpWord for Windows, the first mainstream off-the-shelf product from Wang. It has the ability to import text, graphics, images, databases and numerical data from most popular PC packages.

Julie Harnett

IF THE 1980s left two technological legacies in the office, they must be the personal computer and the facsimile terminal. The 1990s could see their integration.

In the UK alone there are now almost 1m fax terminals in use. Hardly a business in the country is without one (about 65 per cent of employees are estimated to have access to a fax terminal, compared with just 13 per cent in 1986) and there are even signs of a domestic market for fax terminals developing (by 1993 business information specialist BIS Strategic Decisions estimates that around one in three facsimile machines will be bought for personal use).

The fax has revolutionised the way we work. Unlike telephones, which were always reserved for special communications, fax has penetrated all levels of text communications, from invoicing to memo writing.

The reason has at least in part been due to facsimile's simplicity. Unlike computers, all fax terminals work more or less in the same way. Once a user has sent a fax on one, the chances are that he or she will be able quickly to learn to use any other manufacturer's model.

But despite their simplicity of use, the British Facsimile Industry Consultative Committee, an industry group, detects a move towards more sophisticated facsimile equipment.

On their way out, for

LAST MONTH Rank Xerox ended speculation about its re-entry into the colour market when it announced the planned arrival of the Xerox 5775 digital colour copier 16 years after its first attempt. But success is more assured this time, since competitors such as Fuji, Ricoh, Minolta, Kodak, Mita, and Toshiba are already in the market, creating awareness of the various colour technologies on offer.

The advantages claimed by Canon, Konica, Toshiba and now Xerox for digital technology, however, include copies that are sharper and can be enhanced to a much greater extent; use of electronics enabling images to be manipulated in any way; systems that can be upgraded at any time, with the possibility of being linked to PCs to provide a printing or scanning facility; internal memories that can potentially be used to store pages either for fax broadcast-

ing, private mailbox use or electronic collation; and the ability to be installed on a local area network to provide a central multi-function resource.

In terms of colour imaging and editing, a digital unit can produce virtually any colour or shade, including registered or customised colours; can turn black and white into single or multi-coloured documents; and can work with colour originals to change colours. It can cut and paste a colour image and merge it with another document; enlarge or reduce colour originals up to A3 size; and produce colour separations.

The unprocessed brand name for the new Xerox machine (during the development stage it bore the more user-friendly name of Sumray) belies the fact that it represents true state of the art. Some four years in the making, it promises a copy rate of 10 per minute in colour, three times that in black and white; and the ability to produce immediately usable colour copies on overhead projection film by virtue of a newly developed ink that ensures the image does not smudge.

But what really sets the Xerox 5775 apart from the rest is the full-colour, touch screen video control monitor which makes use of icons for easy access to all the facilities, however sophisticated.

The growth in colour copying could be big business. For instance, Dataquest claims that colour lives up to a memo so that it increases readership by 32 per cent and message

retention by 26 per cent. Market consultant BIS Strategic Decisions believes that a major spur to growth will be increased use of colour PC monitors and colour printers.

Already colour monitors account for two-thirds of the European market, with over 1.7m units in 1990, and a projection of 6m in 1995. Until the sub-£10,000 colour copier arrived, the cost of colour technology made it prohibitive for implant use. Now, it can even be considered a departmental purchase.

According to Canon, the market leader in colour technologies, the only sector of the photocopy market with growth potential is full colour copying. Every time a user buys a replacement market. Hence the decision to launch yet another colour copier, the CLC300, which bridges the gap between the CLC 200 and the CLC 500 and can be linked to an Apple Mac or PC, with a PostScript interface available.

Sharp argues that the colour copier market has not taken off, hence the decision not to launch a competitor to the sub-£5,000 Brother 5500. Sharp has, however, entered the high

end of the market with the CLC500, which promises a copy rate of 10 per minute in colour, three times that in black and white; and the ability to produce immediately usable colour copies on overhead projection film by virtue of a newly developed ink that ensures the image does not smudge.

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Peter Purton foresees a merging of technological legacies

The computer-fax link

example, are the rolls of shiny and expensive paper that currently populate most facsimile terminals. In their place consumers are demanding ordinary cut sheets - just as they use in their typewriters, computer printers or photocopyers.

Storage of outgoing and incoming messages is also becoming standard. This means, on the one hand, that faxes can be read into the facsimile terminal during the working day, for transmission overnight, when tariffs are lower. On the other hand, a permanent record of incoming faxes means that if a message gets lost on its way from the terminal to the intended recipient, a new copy can be produced at any time.

Other features which are now regarded as standard include number storage, abbreviated dialling, full reporting on activities and faults and use of the facsimile terminal as a photocopy.

Many new machines also feature a socket where a cable to a computer can be plugged in. The idea of linking the facsimile to the computer is gaining currency. In the late 1980s the first boards appeared

which could be slotted into the back of personal computers to allow them to send messages via phone lines to facsimile terminals. Such devices make sense in offices where personal computers are networked, allowing many users who would otherwise not have access to a terminal to send a fax.

The main drawback of such systems, however, is that they are useful only for sending messages, not receiving them. Many commentators believe that this problem may be overcome with the widespread introduction of digital facsimile terminals. The first digital facsimile terminals are already available. But the success of these Group 4 machines has been limited.

The reason for their disappointing performance is largely explained by the absence of public digital telecommunications networks on which they can be used.

Group 4 machines were initially designed for use with the integrated services digital network (ISDN). This technology, while almost universally supported by the world's telecommunications network operators, has taken a lot longer to

materialise than had been hoped.

However, there are signs that many ISDN operators see Group 4 fax as the logical first application of ISDN. Yet, just as prospects are beginning to look up, the Group 4 fax standard is now finding itself under threat. And to add to the irony, the threat is coming from the technology it was designed to replace, the current Group 3 fax standard.

"While the world waited for ISDN, the customer definition of what is desirable in Group 4 has become available on Group 3," notes Ms Meredith Fischer, vice-president of marketing, facsimile division, at Pitney Bowes, the US office machinery manufacturer.

A variant on today's Group 3 technology - a UK development called Group 3 bis - can support the same faster transmission speeds that Group 4 was designed for, as well as the higher resolution and message storage facilities. And perhaps most significantly of all, its computer compatibility.

Its development is being backed by European and US companies, such as Pitney Bowes. But the Japanese, who have already invested a lot of

development money in Group 4 technology, are proving less enthusiastic. "Fax is dominated by the Japanese and the Japanese are pushing Group 4," notes Ms Fischer. "We are facing a stand-off," she adds.

Whether Group 3 bis or Group 4 wins the battle to be the next standard for the facsimile terminal, the path has been set towards the integration of the facsimile with the computer.

Already it is clear that ISDN will itself be superseded or at least supplemented by broadband digital telecommunications networks in the course of the next decade. This is likely to lead to an explosion in computer-to-computer communications as much larger volumes of data will be able to be transferred over greater distances in shorter periods of time.

There is a serious question whether facsimile in the broadband era will look anything like we are used to. Pitney Bowes' Ms Fischer believes we may see facsimile merged with computing for all but a few specialised applications. "The technology exists but there are a lot of nits which have to be sorted out," she notes.

bonus of the longest guarantee in the business, 10-years/10m copies, clinched the deal.

When it comes to large copier installations, most organisations prefer to deal with manufacturers direct. That is likely to continue in the wake of the future over dubious leasing contracts offered by some dealers.

But proving that not all dealers should be tarred with the same cowboy image, the Automobile Association recently signed a £1.5m contract for Ekin to install 450 Canon photocopyers.

Factors that appealed to the AA included a nationwide service operation backed by the BS 5756 quality assurance accreditation and a computerised work control system which monitors the performance of each individual machine, with full management reporting designed to keep downtime to a minimum.

In an environmentally conscious age, one area of the copier operation that is often overlooked is wastage of paper through spilt copies and inadvertent overruns on quantities. Emos Information Systems finds that the desire to save trees is influencing more customers to introduce control systems that encourage users to be more careful when using photocopyers.

Since Portsmouth College installed an Emos charge card system, the bins beside the copiers are emptied once a week where they used to need emptying twice a day. But waste there will be for anyone who attempts to use a colour copier for forging the new pink and green driving licences. The use of special paper means that any copies made will have the word FAKE across them in three places.

Julie Harnett

EUROPE'S INSTALLED COLOUR COPIERS

Year	1989	1990	1991	1992	1993	1994
Total	11.90	19.37	28.94	42.74	62.06	84.44
Rest of Europe	5.10	7.55	10.79	15.81	22.53	29.87
France	2.44	3.92	5.83	8.45	11.90	15.04
Germany	2.51	4.10	6.31	9.77	14.84	20.40
UK	2.08	3.80	6.01	8.92	13.01	18.13

Source: BIS Strategic Decisions

COLOUR PRINTING

It may be a hit with the banks

A BRIGHT new generation of colour printers is breaking cover in a gloomy market, with the aim of conquering the office world. According to research by BIS Strategic Decisions, the installed base of colour printers in Europe will jump from 160,000 in 1990 to 625,000 by 1995.

This breakthrough has long been predicted. Yet, though the computer with a colour monitor on the desk is now commonplace, colour printers have so far failed to become essential office equipment.

The reasons are simple enough. Printer manufacturers always assumed that once colour was available everyone would use it; after all, we live in a multi-colour world and in every other aspect of our lives colour is the norm.

The problem is that all colour printing technologies have had specific drawbacks in office use. Thus, though top-notch colour lasers gave reproduction quality almost to offset litho standards, they cost from £25,000 upwards. At the other extreme, dot-matrix printers, fitted with optional colour ribbons, were cheap but nasty. Alternative technologies, such as thermal and ink-jet printers suffered from high running costs or the ability only to print on coated paper.

Besides, while colour printers are ideal in graphics, engineering and architecture, in the office their use is restricted to niche applications, such as overhead transparencies and making hand-outs for presentations. The bread-and-butter work of office printers remains churning out pages of text.

True, this text may be high-

lighted with colour and combined with illustrations in desktop publishing. But until now colour printers have not been outstanding at either, generally lacking software support. The best non-laser machines were also conceived as purely graphic tools, and their text resolution has not been good enough. To produce an acceptable colour page, users needed one printer for text and another for graphics, and still had the problem of merging the output of the two.

But, apparently, all is set to change. The new generation of printers avoids the shortcomings of its predecessors. Above all, their text printing quality is as good as their graphic ability.

They bypass the need for specific software support as they come supplied with drivers for Windows programs and supplying friendly interfaces with other programs. Most graphics and desktop publishing software packages are now written for Windows environments so that users can cut and paste at will between different programs.

The first benchmark examples of such multipurpose printers are the bubblejets recently launched by Canon and Mannesmann Tally at under £2,000. They differ in their resolution, features and scope, but both produce high quality four-colour graphics using magenta, cyan, yellow and black inks, as well as high resolution black and white.

Bubblejet technology, until now confined to relatively low quality machines, is tipped as the printer technology of the future because it has no intrinsic

drawbacks. It uses colour inks contained in a printing head composed of fine nozzles, each one containing a tiny heater. When this is activated, a tiny "bubble" droplet of ink is ejected onto the paper.

Thousands of bubbles can be ejected per second, so that bubblejet printers can be very fast and have an immense palette of selectable colours.

However, bubblejets do not have the multipurpose colour printing market to themselves. Thermal printers with their need for non-plain paper, and dot matrix with their poor resolution are not serious contenders. But lasers may still be a different matter, though (as they have to be combined with a xerographic copying unit) they remain bulky and mechanically complex.

An example of a new breed of colour laser printer targeted at the office market is the machine held by the Dutch company HCS. This combines a Sharp laser engine with technology developed by Colorcote, the US and Postscript software, to print at 40 pages a minute in black and white and five a

minute in colour.

The trend for colour on a par with black-and-white is also fostering renewed interest in highlight colour (two-colour printing as opposed to full-colour). Technologically, the most innovative two-colour printer is the new Xerox 4850, a vast laser machine priced at £140,000, designed to work with IBM mainframes and the AS400 range but also Postscript compatible.

While in most high-speed printers the paper has to pass through the machine three times, one for each colour, the 4850 will print black and a choice of red, green or blue in a single pass, maintaining the printing speed of 60 pages a minute. Its main application is expected to be in making forms and instruction manuals more readable by highlighting the important bits. But it is also tipped to be a hit with banks which could use it to send out statements with overdraft figures highlighted in red, as in the good old days. So here we are, back to the future.

Laura Blair

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development money in the 4 technology, are promised to be enthusiastic. "Tax is levied by the Japanese and Japanese are pushing and pushing," notes Mr. Kikuchi, who is facing a stand-off. The Group 4 was the leader in the 1970s, but the battle is now a similar standard for the same term, but the technology is set towards the production of the facsimile and computer.

Already it is clear that the will itself be improved. At least supplemented by the digital telecommunication networks in the next decade. This is the lead to an explosion in the transition to computer communications as much larger quantities of data will be able to be transferred in shorter periods of time.

There is serious concern whether facsimile is the thing like we are used to. "Yes," Bowes' says. "I believe we may see facsimile merged with computer communications." The technology may be there but there is a lot of which have to be solved, he notes.

[illegible]

he banks

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OFFICE TECHNOLOGY 6: Office Telecommunications

PRIVATE TELEPHONE EXCHANGES

The cordless chord

THE ATTRACTIONS of a cordless office should be obvious. No longer will telephones, personal computers and facsimile machines be glued to a single desk. No longer will telephone lines be connected to sockets on the wall.

With the cellular telephone, businessmen and women have experienced the freedom of mobile communications everywhere except in the office. Long overdue as an idea, is the cordless office about to become a necessary business tool?

Putting radio telephony into the confined space of the office has presented problems of quality, capacity and product standardisation which have been overcome only with the development of digital radio techniques.

The analogue radio technology which is the basis of all existing cellular telephone networks was also used in the 1980s for cordless telephones, with little success. The poor reception tolerated in a car on the M25 was unacceptable in the sanctuary of the office.

However, manufacturers of private telephone exchanges (PBXs), which lie at the heart of all office communications networks, are finally taking cordless systems seriously.

The development of digital cordless telephone technology is expected to make the cordless office a reality by the middle of the decade.

Market research organisation BIS Strategic Decisions predicts that by 1996 there will be over 5m cordless extensions in European companies. With Europe likely to have more than 500m private exchange lines in 1996, the size of the cordless market may still disappoint manufacturers.

"Customers are already showing a very strong interest in cordlessness and I expect a universal take-up in the office and factory," says Mr Nick Doughty, manager of cordless systems at the UK's largest PBX supplier, GPT.

Residential cordless market in Europe forecast

	1990	1991	1992	1993	1994	1995	1996
Installed base (000)	2,316	2,950	3,827	4,946	6,319	8,017	10,266
Penetration (%)	0.57	0.72	0.94	1.21	1.55	1.97	2.52
Shipment volume (000)	620	727	936	1,157	1,392	1,781	2,423
Shipment value (US \$m)	222	277	382	486	558	651	791

Source: BIS Personal Communications Report 1991

The most immediate market is likely to be in smaller companies which have fewer than a dozen telephone extensions. A small office will be served by a single radio cell, perhaps added to existing PBXs or key systems. Mr Doughty expects as much as 70 per cent of the 13 line or under market to be cordless by the middle of the decade.

In larger companies the conversion to cordlessness will not be so simple and attractive unless clear strategic advantages can be identified. These organisations will be looking for more than simple mobility in the office. The cordless systems will become strategic business tools, offering companies a competitive edge in the efficiency of its communications. They will enable them to reduce the cost of their telephone networks by cutting investment in building wiring.

One supplier has indicated that a cordless extension could cost 30 per cent more to install than the hard-wired equivalent. That could be as much as £200 more for each extension.

With hundreds of extensions in a single building, the larger cordless systems will need several "cells" to operate. And if there is to be total freedom of movement, the system must be able to handle roaming between cells without interrupting calls, in the way cellular telephone systems operate.

Ultimately, it will be important for the larger cordless systems to be compatible with the emerging technical standards being proposed for future personal communications networks outside the office.

Over the next two to three years the market will be

restricted to basic, lower cost systems using already available technology. The most common system is likely to be the digital cordless telephone with a common air interface (CT2/CAI) which uses internationally agreed radio frequencies around 860 MHz. Originally developed in the UK, CT2/CAI has become a *de facto* international handset standard.

Both Northern Telecom and GPT plan to introduce cordless extensions on their smaller PBXs next year. Ericsson, the Swedish PBX supplier, has developed its own non-standard cordless system.

Roaming between cells will not be possible with CT2/CAI and suppliers expect isolated cordless cells to be used alongside existing wired extension lines. "Customers must ask themselves whether everyone needs a cordless extension," says Mr Geoff Gudgeon, director of market support at Northern Telecom Europe. He believes a completely cordless office is possible but in the early days not likely.

The wider introduction of cordless extensions may be postponed until the arrival of systems based on the more sophisticated European cordless telephone (DECT) standard.

By the end of the decade businessmen and women will be able to use a single pocket telephone both in and outside the office.

All manufacturers accept that DECT will be the basis of most of Europe's cordless offices in the late 1990s. Some PBX suppliers may delay the introduction of cordless systems until DECT equipment is available in 1993.

The first cordless PBX systems, to be launched next year, will give only a hint of what is to come. Most of Europe's companies may have to wait until the middle of the decade to experience the full impact of cordless office communications.

Richard Wilson

IF THE 1980s were the decade of office automation, then the 1990s promise to be the decade of communications in the office. And the trend is towards cordlessness communications.

With the application of the computer to businesses, a range of laborious tasks has simply been automated away. By adding communications, businesses will find they are able to optimise the use of their resources, both computing and human, introducing a new era of business efficiency and flexibility.

The ultimate expression of this new-found flexibility lies in cordless communications. The first example in most offices is likely to be a cordless phone. Though popular for home use, this technology has so far seen little application at work.

One reason why cordless phones have made so little impact in the office is that traditional technologies have not allowed the kind of densities of use typically encountered in a working environment. Another reason may be that most of today's cordless phones are incompatible with most office phone systems.

These two problems are set to be solved, however, with the introduction of digital cordless phone technologies. Currently, two systems are planned for introduction in the UK: CT-2 and DECT. CT-2, which stands for second generation cordless phone, was developed with office use in mind. It copes with office user densities, but also allows the advanced features of today's office phone systems to be exploited.

Systems based on DECT, the Digital European Cordless Telephone, will feature higher densities (up to 5,000 handsets per square kilometre), with the added advantage of being compatible with the integrated services digital network or ISDN services, the standard on which the latest fixed telecommunications networks – both public and private – are being based. That compatibility opens up the way for what may be the next phase of cordless at work – cordless computer networking.

Already many offices have networked their computers, sharing expensive resources such as printers and databases, and improving productivity by letting individual users work in a team.

A problem that has already been encountered with these so-called local area networks (LANs) is that they tie individuals to specific locations. The average cost of moving a network node is estimated at £300 per terminal moved, which includes adequately documenting the operation and physically moving the equipment as well as reconfiguring.

"In a very old building the cost will be as high as £500," notes Mr David Taylor, industry analyst at market research house Dataquest. Cordless local area networks

have caught up with the pager market at 7m users apiece. Even in the US, where there are 9m pager users, market growth is being pegged back to around 10 per cent a year. Pagers are defined by a number of technologies and products and not all are trading water. The most vulnerable market is that for privately owned, on-site pagers, which operate only on the user's premises. In 1989 there were 2.2m on-site pagers in Europe, but it is predicted this will rise only to 2.5m by 1994. It is the national paging system run by public network operators which are taking the fight to the cellular telephone. BIS Strategic Decisions predicts that the number of wide area paging users in Europe, 1.9m in 1990, will grow by 18 per cent this year.

Paging has been held back by its high cost in Europe. The UK is Europe's largest market with 650,000 users, but this represents a penetration of only 1.3 per cent. In the US the penetration is nearer 4 per cent and almost 12 per cent in Hong Kong and Singapore. BT, which runs Britain's largest paging network, believes the high cost of UK paging is partly responsible for market stagnation. "Costs must decline if paging is to find markets against competing technologies," says Mr Peter Rachor, BT's paging general manager.

Such a scenario is no mere pipe dream. Voice messaging, voice mail or voice processing technology, as it is variously called, is well on the way to providing the means to carry out the task.

Voice messaging systems – in their simplest form a sort of corporate answering machine where messages are recorded to be picked up by the recipient dialling a personal mailbox number – are largely of North American design. Companies which have pioneered developments of systems include Octel, AT&T, VMX, Northern Telecom and Centigram.

The aim of the manufacturers was to combat "telephone tag", where the frustrated caller is bombarded with the continuous ringing or engaged tone or ends up leaving a message that may never be answered. Statistics show that, in spite of all the latest mobile radio technology, up to 75 per cent of phone calls never get through to the right person.

Mr Nigel Southon, general manager of voice messaging for BT (formerly British Telecom) in the UK, compares voice messaging to a spoken memo – a replacement for the yellow bits of sticky paper on people's desks.

Although it is used widely in the US, only recently have companies in Europe really taken to voice messaging technology. Mr Paul Cheslaw, manager in the UK of VMX, the US equipment manufacturer, points out that implementation of systems in the UK is running about three

MOBILE TELEPHONES

Beyond the four walls

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marketing. Cellnet currently has 23,460 phones from 170 companies using its Direct Access service.

Such direct connection services can also save costs. According to Mr Gerry Cowan, Vodafone's product development manager, his company's Vodatnet service can bring with it a discount on ordinary mobile telephone rates of up to 45 per cent.

The next step for many such users in integrating the mobile phone with the office may be the addition of data communications. To date, barely 1 per cent of cellular users use the service for data, but the industry predicts a greatly improved take-up in the 1990s.

Vodafone has been the pioneer in this area. The originator of the *de facto* cellular data communications equipment standard – the so-called cellular data link control protocol or CDLC – and claiming 90 per cent of this market, Vodafone also offers a direct data network gateway to its Vodatnet users. Major users can even reserve a channel exclusively for data use.

Cellnet, too, regards data as an important area for future development. In a recent survey conducted by the company some 17 per cent of large companies said that they were already using some mobile

data links. Another 36 per cent planned to use mobile data "in the next few years".

Many believe that the real potential for data over cellular will, however, be realised next year, with the introduction of digital cellular radio technology. The so-called Global System for Mobile Communications or GSM digital cellular standard is being supported by both Cellnet and Vodafone and also forms the basis for personal communications networks or PCNs, which should come into use during 1993.

As GSM is digital, its proponents say it will be better suited to handling computer data, facsimile and even video. PCN may take the development yet another stage forward. From the outset the technology has been conceived as a means of connecting fixed as well as mobile subscribers to the global telecommunications network. With PCN, says Mr Peter Ramstedt, technical director of Unifal, the integration of the mobile phone and the office phone could be complete.

"I don't see why people should not be able to use the same phone at home, in the car and in the office," he says. And via that phone, a fax, a computer, a videotelephone.

Peter Purton

Growth is being pegged, says Richard Wilson

Squeeze on pagers

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The cost of the pager itself is already being forced down by suppliers Motorola, NEC, Philips and Panasonic facing annual price reductions of between 10 and 15 per cent in international markets, according to BIS.

Mr Rachor says Europe's operators must learn from the US and Asian markets where operators have used sophisticated paging technology to offer services at half the cost of most European services.

The problem facing many operators is transferring users to these more sophisticated services. Most of the UK's paging users are still tied to a basic tone pager which just notifies them of a call.

The largest growth is in message paging services using more sophisticated alphanumeric

pages that can receive, store and display messages up to 84 characters in length.

Pager users can now access information services through their pagers, such as the hourly financial bulletins which Mercury Paging offers in partnership with the Financial Times.

The UK market has the highest penetration of alphanumeric pagers in the world. Mr John Watts, managing director of Air Call, says over two-thirds of all new subscribers now opt for alphanumeric pagers. But it is an inherently labour-intensive and expensive service to provide because a 24-hour bureau service is required to handle users' calls.

The biggest-selling products in the US and Japan are numeric pagers, which display only the telephone number of

the caller. The attraction of numeric paging is that the operators do not have to run costly messaging bureaux. Calls to the pager can be passed on, using software in the telephone exchange.

Numeric pagers took 58 per cent of the US market last year, compared with around 11 per cent in the UK. Now UK operators are promoting numeric paging which enables users to contact pagers using the telephone and without going through the operator.

In high penetration markets such as Hong Kong almost all pagers are owned, and can be freely bought in retail outlets. In the UK 90 per cent of pagers are rented from one of seven national operators.

Lower charges and more accessible services may generate a new consumer market for paging. Two of the more ambitious plans are introducing pan-European services and two-way paging services.

As a first step to pan-European paging, operators in the UK, France, Germany and Italy have created the Euro-messaging network operating on a common frequency. But the service has fewer than 2,000 users, which raises doubts about prospects for the true pan-European service called Euro-messaging since 1992.

The prospects for two-way paging look equally uncertain. Future pagers will need to be smaller, like Motorola's wristwatch pager or the credit card size pagers being developed in Japan. They must be easy to use and above all cheap.

The intention is to make the pager as commonplace in the office as the electronic calculator. If that happens, our lunchtimes may never be our own.

Delta Bradshaw

VOICE MESSAGING

Machines with the answer

service where clients can leave messages for her. Then she rents further mailboxes for each of her larger clients so that she can leave messages for them. She may not see some clients for up to six months, she says, "but I speak to them every day".

Some larger organisations also use bureaux because they want to free themselves from the management responsibilities of an in-house system. Many large companies in the US opt for a combination of the two, buying equipment for their biggest offices and renting bureau services for their smaller, regional offices. Bureau services can also "top up" their in-house systems if

they run out of capacity. But Mr Cheslaw believes on-site equipment can prove effective where more complicated processing tasks are required. These involve combining voice messaging with electronic mail and faxes. By providing a link between the computer system and the inhouse voice processing system, electronic mail – usually sent from one computer user to another – can be stored digitally in the recipient's mailbox.

When the recipient interrogates the messaging system, he (or she) is told that he has, say, three voice and one electronic mail messages. He can listen to the voice-mail messages and then opt to have the electronic mail ones read to him, too. This is done by a digitised computer voice which "reads out" the message.

The latest technology can also go one step further, says Mr Chopra. Machines can store facsimile messages which can then be sent from the message store to a fax machine local to the recipient.

Delta Bradshaw

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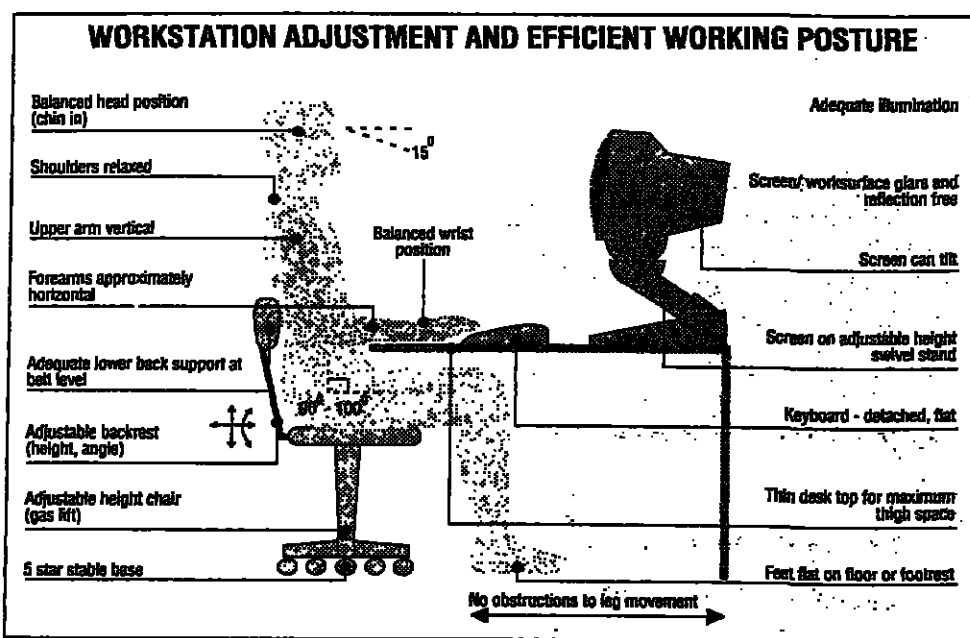
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OFFICE TECHNOLOGY 8

Diane Summers looks at the EC directive

Safety at the screen



The recommended way of sitting at a visual display unit and positioning the equipment

THE FIRST wave of office technology was, in many organisations, simply superimposed on the old environment. A bit of space was cleared on the desk for a visual display unit but everything else remained much the same - chairs, desks, lighting, the organisation of the job itself, changed little from the old pencil, paper and typewriter days.

Since then, some organisations have, quite literally, learnt a painful lesson as staff have begun to complain of neck, shoulder, arm and hand disorders. Extreme cases have led to long periods of disability and some substantial out-of-court financial settlements.

Repetitive strain injury (RSI) - as it is commonly if misleadingly known - now accounts for more than half of all work-related injuries reported in the US. Australia has suffered from RSI in almost epidemic proportions. The phenomenon is on the increase among UK white-collar workers, not just high-volume data entry workers, but also secretarial staff, lighter computer users and professionals are affected. The Financial Times itself has a number of long-term RSI cases among its journalists.

Disorders range from conditions with clinical names, such as tenosynovitis and capsulitis, to less clearly defined damage to nerve tissue. Poor equipment, environment and posture can lead to muscles being starved of oxygen, the build-up of waste products and the compression of nerves. Serious sufferers have found their personal as well as working lives blighted by the condition. These problems, or the wish to avoid them, have led many employers to reorganise their office environments; others have taken the opportunity to re-equip on changing locations.

For the rest, who may still have VDUs perched among Dickensian clutter, there will soon be another powerful reason for a clean sweep: a European Community directive which will become part of UK domestic legislation by the end of next year.

Some less scrupulous suppliers may be attempting to take advantage of the fear and confusion that the words "EC directive" will engender in many an employer's mind. It is important, therefore, that those responsible for health and safety, office organisation and the purchase of equipment, understand the scope of the directive and what it does - and does not - specify.

The first thing to be aware of is the timing of the new provisions: UK law will be amended, probably by new regulations

under the Health and Safety Act 1974 and the publication by the Health and Safety Executive of detailed guidance, by the end of next year.

New workstations after that date will have to comply with the new rules but there will be a further four years' grace for employers to update or replace existing equipment where necessary.

The directive relates to "display screen equipment" but excludes, for example, computer systems in public use such as cash machines in banks, as well as calculators, typewriters and lap-top computers not in prolonged use. It covers all elements of the workstation - including modems, printers, chairs, desks and the "immediate work environment" - in other words, not just screens and keyboards.

The details of the provisions are contained in an annex to the directive. The main points cover:

● Display screens which have to be clear with no flicker and free from glare. They must also be able to swivel and tilt easily.

● Keyboards must not cause glare, and also have to be tiltable and separate from screens. The surface in front of keyboards must be large enough

to allow operators to rest their arms and hands on them.

● Desks will have to be large enough to allow "flexible arrangement of the screen, keyboard, documents and related equipment". They will also have to have a surface that does not cause glare.

● Chairs will have to be easily adjustable in height and the back will have to be adjustable both in height and tilt. Footrests will have to be provided

for operators who want them.

● Lighting will need to ensure "appropriate contrast" between the screen and the background environment. Glare and reflection must be avoided in the way workstations are designed and positioned, and windows must have blinds, or similar.

● Noise made by equipment belonging to workstations will have to be taken into account at the design stage so that it does not "distract attention or

disturb speech".

● Heat produced by equipment should not cause discomfort to workers and "adequate" levels of humidity will have to be established and maintained.

● Radiation will have to be reduced to "negligible levels from the point of view of the protection of workers' safety and health".

Employers will be responsible for evaluations of workstations to ensure that they do not pose a health and safety risk. They will need to organise work so that screen work is "periodically interrupted by breaks or changes of activity," consult with employees about health and safety measures, as well as train them in the proper use of equipment.

Free eyesight testing and any special glasses needed for screen work will have to be provided - a measure that will incur some expense for employers now that charges for eye tests are made under the National Health Service.

Bulk testing at discount is already being promoted by some opticians.

Nowhere, it should be noted, does the directive specify measurements for desks or chairs, for example, though plenty of separate British Standard guidance on these issues is available. Nor does the directive say that screen filters must be used or oblige employers to purchase complicated contraptions for supporting operators' arms.

Employers should beware of persuasive sales pitches and should ask themselves whether some of the more esoteric items are really necessary or are simply being purchased as an alternative to tackling fundamental issues such as poor lighting or positioning of equipment.

FACILITIES MANAGEMENT

The scope is broadened

MANY COMPANIES have handed over office cleaning and company catering to outside firms. But should they also get third party companies to run the office printing, or even the computer systems?

The answer will vary according to business priorities. Frost & Sullivan, the research consultancy, says companies should consider contracting out activities with the lowest strategic importance and the highest level of maturity.

They must ask how each activity affects their competitive strength in their main markets. Those which are unique to the company or based on company-specific skills provide competitive advantage and should be kept in house.

However, if an activity is mature, then outside suppliers can probably manage it well and at lower cost. For example, BT, the UK telecoms carrier, has not lost any advantage from closing its inhouse printing department or contracting out staff catering.

The situation is more complex when it comes to contracting out computer services, mainly because this is a less mature area, which many companies see as vital to maintaining a competitive edge.

However, many aspects of computing services are relatively straightforward and lend themselves to the facilities management approach.

Mr Henry Trull, of research company IDC, says that in the past two years, UK companies

have become more receptive to the idea of contracting out the running of their computers.

In fact, computer facilities management (CFM) is now one of the fastest growing areas of the computer industry. IDC predicts that the annual value of UK CFM contracts, worth \$310m (\$527m) last year, will grow at 30 per cent until 1993.

Mr Trull says the biggest single factor encouraging the use of CFM is that recession has forced companies to concentrate on their core businesses.

Other factors leading to the growth of CFM are:

● Dissatisfaction with information technology (IT) departments. The inefficiency of many, because of maintenance backlogs or lack of business focus, can make FM seem attractive.

● Technology confusion. Mr Trull says companies are confused about how to move from the technology they use today to new technologies such as open systems. They cannot always afford to employ staff with all the expertise they need. FM companies can usually provide staff with a broader range of skills.

● Cost savings. IDC says more users now believe that FM can not only give better value for money but also more control over costs through a fixed price contract. London Buses believes it has saved money by opting for a three-year FM contract with Hockney. Mr Rodney Pangbourne, its finance director, says that although London Buses will spend roughly the

same amount on FM as it spent on inhouse IT last year, costs could fall slightly over the life of the contract.

Desktop FM. In 1990 over 50 per cent of UK users of simple FM used it for processing. But IDC thinks FM will become a more value-added service, with suppliers building strategic partnerships with their customers and selling everything from IT planning to software maintenance.

Other types of facilities management, such as desktop FM, are also becoming more common. For example, Unilever has handed over PC management at its London head office to UK computer dealer P&P.

Managed networks. Another growth area is facilities management for the large corporate networks which link computers in different national and international offices.

Pitfalls. Despite the benefits, risks are involved in FM. For example, unless the level of service user companies require is spelt out in the contract, it may be hard to get compensation for poor performance.

For those wary of FM who want to take some baselines out of running a computer centre, Telephone, a £30m Anglo-Japanese computer and telecoms centre in London's Docklands, offers a halfway house. Typical customers run their own computers, but Telephone manages central services such as IT and Mercury links, spare generators and air-conditioning.

Joia Shillingford

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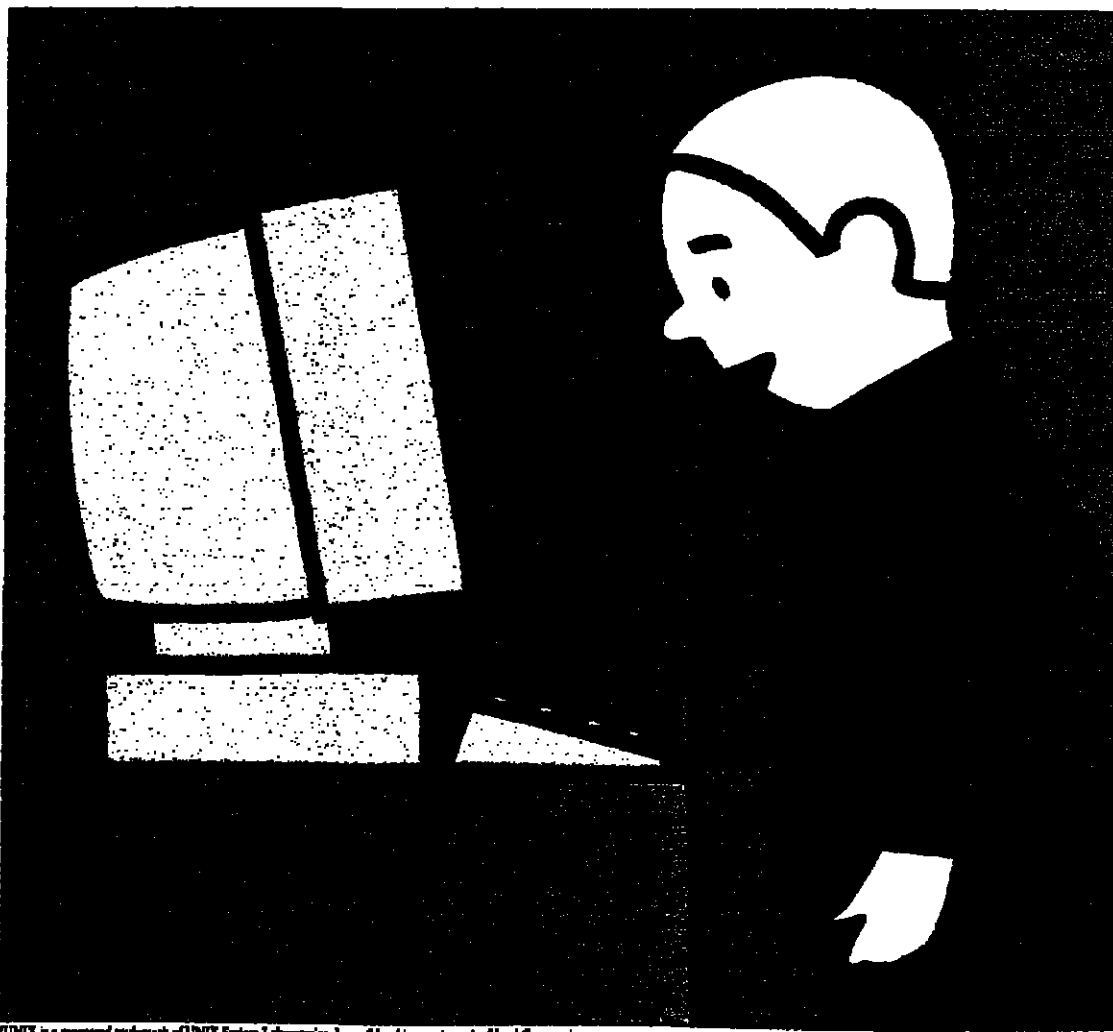
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OFFICE FURNITURE

Test of nerve for UK companies

OFFICE WORKING practice is entering a new age of enlightenment in the 1990s as companies recognise that simply filling every available office space is neither sensible nor truly efficient.

Managers have all read press stories about litigious secretaries winning substantial payments from employers because of work-related injuries and illnesses - and discovered that a real price can be put on neglect in the office environment. According to a survey commissioned by Office Furniture Systems, which culled its research from the UK, US and Germany, the annual cost per employee in terms of lost productivity from poor office conditions is as high as \$5,500.

Creating the right working environment is therefore high on the management agenda, along with the need to project corporate image. In this context, choice of appropriate office furniture becomes more important for British firms which wish to keep specialist office-based staff. After all, corporate image and corporate care embrace office desk and chair, as well as company car and private health insurance.

Economic recession means that the market is severely depressed. "It is down as much as 30 per cent," estimates Mr John Sacks, chairman of the office furniture division of the Electronic Equipment Association. However, overseas manufacturers remain keen to establish themselves in the UK.

For example, Dutch systems furniture manufacturer Samas has paid \$63m for British firm Vickers (with 10 per cent UK market share) and its French counterpart Ergam Roneo. Italian giant Olivetti Synthesis has signalled its intention to boost its UK position by opening a West End showroom.

So why all this interest in a shrinking and, some would say, saturated UK office furniture market? Mr Paul How of Asher Systems Furniture believes that, though the UK is fourth in market size for systems furniture behind Germany, France and Italy, it is seen by Europeans as a potential growth market and by the US as a bridge to Europe.

Amid the rationalisations and acquisitions, there have been the inevitable British casualties. Desking Systems went into receivership

recently, along with Mines and West. Maggie is in the throes of a management buyout, and Scott Howard, a well-established distributor, came to grief after attempting to get into manufacturing.

Despite the financial malaise, manufacturers have been pushing out new systems furniture products with a keen eye on the new Europe of the 1990s. "The benchmarks that people want from systems furniture have changed dramatically in recent years," says Mr Adrian Stokes, a designer.

Many companies have also had to customise their products for the European market. North America's standard modular panel-based systems have enjoyed success in the UK, but the Europeans have a marked preference for a more open landscaped office layout using more free-standing furniture and lower screens.

British office furniture manufacturers have faced not only fierce competition from well-resourced overseas rivals, but a marked reluctance by UK architects and specifiers to use their products in more stylish interiors. Made in Britain has the wrong connotations in a market which attaches great importance to design and architectural sensibilities.

This year, however, has seen an upswing of activity as British furniture manufacturers have shown a surprising amount of pluck, investing a great deal of capital in an attempt to meet the challenge.

The most notable of these British launches was the FX range in June by Project Office Furniture. Taking a leaf out of the book of its overseas competitors, Project went to an independent design consultant - Ben Fether of FM Design - for its new \$3.5m range so that its design and manufacturing would have more credibility with the professional specifier.

Mr Sacks believes that indigenous manufacturers have got their act together to improve quality, meet standards and cut delivery dates.

But with the office sector still gripped by recession, UK manufacturers face a long test of nerve as the multinationals with their vast reserves and ability to pool research and development resources favourably to weather the storm.

Wendy Smith